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The Influence of Work Motivation and Job Satisfaction on Wadesa Restaurant's Organizational Commitment

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ABSTRACT

This study aims to analyze the effect of work motivation and job satisfaction on organizational commitment at Wadesa Restaurant. The method used is a quantitative approach with a causal associative design to test the relationship between independent variables, namely work motivation (X1) and job satisfaction (X2), on the dependent variable, namely organizational commitment (Y). The sample in this study included all employees of Wadesa Restaurant totaling 45 people, with a saturated sampling technique to obtain more accurate data. Data were collected through observation, distributing questionnaires using a five-point Likert scale, and company documentation. The analysis technique used was multiple linear regression with the classical assumption test, F test, and t test to test the significance of the influence of each variable.

The results of the study indicate that job satisfaction has a more dominant and significant influence on organizational commitment compared to work motivation. The regression model used meets the classical assumptions, with an R Square value of 0.671, indicating that 67.1% of the variability in organizational commitment can be explained by work motivation and job satisfaction. However, work motivation does not show a significant influence in this model. The implications of these findings emphasize the importance of organizational policies that increase job satisfaction, such as performance rewards, career development opportunities, and work-life balance. With a more conducive work environment, it is expected that employee organizational commitment can increase, which ultimately contributes to the company's performance and sustainability.

INTRODUCTION

To succeed in the restaurant business, companies in the Bedugul area, Bali, must provide good service to look professional. Bedugul is a tourist destination that attracts many visitors, so competition between restaurants is getting tighter. Quality service is a major factor in attracting customers and creating a pleasant dining experience (Rubel et al., 2021). One of the restaurants that stands out in this area is Wadesa Restaurant, which strives to improve its service quality and competitiveness. Therefore, research on factors that influence the sustainability of the restaurant business, including employee motivation and job satisfaction, is very important (Azam, 2023).

Human resources are the most valuable assets for an organization because they play a direct role in business operations and sustainability (Azam, 2023). Organizational commitment is a key factor in the success of a business, including in the restaurant sector (El-Rayes et al., 2020). Organizational commitment reflects an individual's willingness to be involved in the organization by accepting the company's values. In addition, employees who have high commitment tend to follow regulations and have a desire to stay in the company (Verma et al., 2020). Thus, building a strong organizational commitment is a strategic step in maintaining workforce stability and productivity (Azam, 2023). The phenomenon that occurred at Wadesa Restaurant shows an indication of weak organizational commitment among employees. Some employees feel underappreciated so they tend not to feel at home working in the company (El-Rayes et al., 2020). Job dissatisfaction that spreads within the organization can increase the likelihood of employees resigning (El-Rayes et al., 2020). This situation can have a negative impact on restaurant operations, especially in terms of consistency of service to customers. Therefore, it is important to identify factors that can increase organizational commitment to reduce employee turnover (Azam, 2023).

One of the factors that can increase organizational commitment is work motivation, which is the main driving force within an individual to achieve certain goals (Roumpi, 2021). Work motivation arises both from within the individual and from the external environment provided by the company. Based on observations at Wadesa Restaurant, problems were found in work motivation caused by a lack of encouragement from company leaders (Verma et al., 2020). Leaders who do not provide adequate direction and support can hinder employee development, have a direct impact on workforce performance and loyalty, which can ultimately affect the sustainability of the restaurant business (Azam, 2023).

In addition to work motivation, another factor that influences organizational commitment is job satisfaction felt by employees. Job satisfaction is an employee's emotional state in assessing their work based on the expectations and realities they receive (Roumpi, 2021). If an employee feels satisfied with their job, it is assumed that the individual has a high commitment to the company (El-Rayes et al., 2020). A high level of job satisfaction can create a more harmonious and productive work environment. Therefore, companies need to pay more attention to employee welfare in order to increase their loyalty and attachment to the organization (Azam, 2023).

In this study, the theory used is the social exchange theory which states that when employees feel treated well by the organization, they will be more committed to the company (Verma et al., 2020). Employees who feel appreciated tend to reciprocate by showing loyalty and dedication to their work (Ng & Sherman, 2022). This reciprocal relationship reflects the importance of fair treatment and employee welfare in creating a positive work environment. Companies that are able to meet employee needs fairly will be more likely to get a loyal and dedicated workforce. Therefore, an effective human resource management strategy is needed to maintain a balance between company interests and employee welfare (Azam, 2023).

Table 1 shows the data on the number of employees at Wadesa Restaurant covering various divisions with a total of 45 employees. The waiter position has the largest number of employees,

namely 11 people, considering their crucial role in providing services to customers. The large number of employees in an organization requires the company to ensure that all workers have optimal levels of motivation and job satisfaction (Kumar et al., 2021). High motivation and job satisfaction will contribute to better organizational commitment. Thus, effective human resource management is essential for restaurants to maintain their competitiveness in the tourism industry (El-Rayes et al., 2020).

Table 1.
Number of Employees at Wadesa Restaurant

| No | Part | Number of employees(Person) |
|----|------------------------------|-----------------------------|
| 1 | <i>Resident Manager</i> | 1 |
| 2 | <i>Sales & Marketing</i> | 4 |
| 3 | <i>Accounting</i> | 3 |
| 4 | <i>Administration</i> | 1 |
| 5 | <i>Reservation</i> | 1 |
| 6 | <i>Cleaning Services</i> | 4 |
| 7 | <i>Waiter</i> | 11 |
| 8 | <i>Cashier</i> | 2 |
| 9 | <i>Pastry</i> | 3 |
| 10 | <i>HRD</i> | 1 |
| 11 | <i>Kitchen</i> | 5 |
| 12 | <i>Bar</i> | 3 |
| 13 | <i>Garden</i> | 2 |
| 14 | <i>Security</i> | 4 |
| | Total | 45 |

Source: Wadesa Restaurant

Several previous studies have shown that work motivation has a positive effect on organizational commitment. Higher an employee's work motivation, the higher their organizational commitment (Forner et al., 2020). This shows that companies need to implement policies that can increase work motivation, such as providing incentives and career development opportunities. A work environment that supports employee growth will contribute to increasing their commitment to the organization (Forner et al., 2020). Therefore, a human resource management strategy that is oriented towards employee welfare is an important factor in increasing work motivation (Liang et al., 2020).

Other studies also show that job satisfaction affects organizational commitment. High job satisfaction can increase employee organizational commitment (Bakker et al., 2023). Employees who are satisfied with their jobs tend to be more loyal and have higher retention rates. Thus, companies must create a comfortable work environment that supports employee growth. Factors such as fairness in the reward system, work-life balance, and good relationships between colleagues can help increase job satisfaction (Bakker et al., 2023).

Based on the phenomena that occur, this study aims to analyze the effect of work motivation on organizational commitment at Wadesa Restaurant. In addition, this study also aims to analyze the effect of job satisfaction on employee organizational commitment. The results of the study are expected to provide insight for restaurant management in improving the welfare and loyalty of the workforce. By increasing motivation and job satisfaction, companies can create a more stable and productive work environment. Therefore, this study has strategic value in supporting the sustainability of the restaurant business in the Bedugul tourist area.

Work motivation is a factor that drives individuals to act in a certain way in the work environment, which ultimately affects their level of commitment to the organization. The Self-Determination Theory states that individuals who have high intrinsic motivation tend to be more involved in the organization because they feel valued and have autonomy in their work (Forner et al., 2020). In addition, Maslow's Hierarchy of Needs Theory explains that when an employee's basic and psychological needs are met, they are more likely to have a sense of attachment to the company. High work motivation can increase employee loyalty and involvement in the organization, thereby strengthening organizational commitment (Bakker et al., 2023).

Several empirical studies have shown a positive and significant relationship between work motivation and organizational commitment. A study found that work motivation has a significant effect on organizational commitment in the hospitality sector. The results of this study are supported, which showed that the higher the work motivation of employees, the greater their commitment to the company (Forner et al., 2020). In addition, high work motivation can increase employees' emotional attachment to the organization, which contributes to increased organizational commitment.

H1: Work motivation has a positive and significant effect on organizational commitment. Job satisfaction is a positive feeling felt by employees towards their work, which has an impact on their motivation and loyalty to the organization. Herzberg's Two-Factor Theory explains that motivational factors, such as recognition and achievement, can increase job satisfaction which in turn strengthens organizational commitment (Bakker et al., 2023). In addition, the Discrepancy Theory states that job satisfaction occurs when employees' expectations of their work match the reality they experience (Bakker et al., 2023). High job satisfaction can reduce the intention to leave the organization and increase employee involvement in achieving organizational goals (Bakker et al., 2023).

Empirical research shows that job satisfaction has a significant impact on organizational commitment. Employees who are satisfied with their jobs show a higher level of commitment to the company. Job satisfaction has a positive relationship with employee loyalty and commitment to the organization (Bakker et al., 2023). In addition, When employees feel appreciated and treated fairly, they are more likely to stay in the organization and show higher commitment.

H2: Job satisfaction has a positive and significant effect on organizational commitment.

RESEARCH METHOD

This study uses a quantitative approach with a causal associative method to analyze the influence of work motivation and job satisfaction on organizational commitment at Wadesa Restaurant. According to Sugiyono (2010, p. 5), associative research aims to determine the relationship between two or more variables. Thus, this study is designed to test the causal relationship between independent variables, namely work motivation (X1) and job satisfaction (X2), on the dependent variable, namely organizational commitment (Y).

The population in this study includes all employees working at Wadesa Restaurant, totaling 45 people. The sampling technique used is the saturated sampling method, where all members of the population are used as research samples. This technique is used because the population is relatively small so that it is more possible to obtain more accurate data (Sugiyono, 2010, p. 85).

This study uses two types of data, namely primary data and secondary data. Primary data were obtained through direct observation and distribution of questionnaires to Wadesa Restaurant employees. Secondary data were collected from company documentation, including company history, organizational structure, and personnel reports. The distribution of questionnaires was carried out using a five-point Likert scale (Sugiyono, 2010, p. 86), where respondents were asked to provide responses to statements related to work motivation, job satisfaction, and organizational commitment.

The variables used in this study consist of two independent variables, namely work motivation (X1) and job satisfaction (X2), and one dependent variable, namely organizational commitment (Y). Work motivation is measured using indicators of job challenges, employee ability to overcome difficulties, and financial reward-based motives (Robbins & Judge, 2008, p. 107). Job satisfaction is measured by indicators of achievement, recognition, the work itself, growth, and progress (Handoko, 2007, p. 193). Meanwhile, organizational commitment is measured through three dimensions, namely affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1991).

The data analysis technique used in this study is multiple linear regression to determine the effect of work motivation and job satisfaction on organizational commitment. The multiple linear regression model used is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

- Y = Organizational Commitment
- X1 = Work Motivation
- X2 = Job Satisfaction
- a = Constant
- b1, b2 = Regression coefficients
- e = Error term

Before conducting the regression test, a classical assumption test was conducted which included a normality test, a multicollinearity test, and a heteroscedasticity test to ensure that the data met the requirements in multiple linear regression analysis (Ghozali, 2018). The normality test was conducted using the Kolmogorov-Smirnov method, while the multicollinearity test was tested by looking at the variance inflation factor (VIF) value. The heteroscedasticity test was conducted using the Glejser test.

The hypothesis in this study was tested using the F test and t test. The F test is used to determine the simultaneous effect of independent variables on the dependent variable. If the significance value (p-value) <0.05, then the overall regression model is considered significant (Ghozali, 2018). The t test is used to determine the partial effect of each independent variable on the dependent variable. If the significance value <0.05, then the independent variable has a significant effect on the dependent variable (Subakti, 2013).

RESULTS AND DISCUSSION

Analysis of Validity and Reliability of Research Instruments

Respondents in this study are generally described based on demographic characteristics including age, gender, and last level of education. This study involved 45 respondents who were employees of Wadesa Restaurant. Sampling used the saturated sampling method, where the entire population was used as a research sample to obtain more representative and accurate results (Sugiyono, 2017: 91).

Instrument Validity Test

Validity test is used to assess the extent to which the research instrument is able to measure the variables that should be measured. Validity is tested using the Corrected Item-Total Correlation method, where an item is considered valid if the correlation value is greater than 0.30 (Ghozali, 2018: 53). Based on the results of the validity test shown in Table 2, all question items used in this study have a Corrected Item-Total Correlation value greater than 0.30. Thus, all items in the questionnaire can be declared valid and suitable for use to measure the variables in this study.

Table 2 Validity Test Results

| No. | Variables | Indicator | Correlation Coefficient | Information |
|-----|-------------------------------|-----------|-------------------------|-------------|
| 1. | Organizational Commitment (Y) | Y1.1 | 0.846 | Valid |
| | | Y1.2 | 0.758 | Valid |
| | | Y1.3 | 0.839 | Valid |
| | | Y1.4 | 0.703 | Valid |
| | | Y1.5 | 0.817 | Valid |
| | | Y1.6 | 0.714 | Valid |
| | | Y1.7 | 0.779 | Valid |
| | | Y1.8 | 0.840 | Valid |
| | | Y1.9 | 0.827 | Valid |
| 2. | Work Motivation (X1) | X1.1 | 0.934 | Valid |
| | | X1.2 | 0.979 | Valid |
| | | X1.3 | 0.974 | Valid |
| 3. | Job Satisfaction (X2) | X2.1 | 0.824 | Valid |
| | | X2.2 | 0.750 | Valid |
| | | X2.3 | 0.767 | Valid |
| | | X2.4 | 0.657 | Valid |
| | | X2.5 | 0.834 | Valid |

Valid (Pearson correlation value > 0.3)

Source: data processed, 2023

Instrument Reliability Test

Instrument reliability refers to the consistency of measurement results when the instrument is used repeatedly under the same conditions. Reliability testing in this study was carried out using the Cronbach's Alpha method, where a variable is said to be reliable if it has a Cronbach's Alpha value greater than 0.60 (Nunnally & Bernstein, 1994: 265). Based on the results of the reliability test shown in Table 3, all variables in this study have a Cronbach's Alpha value greater than 0.60. This shows that the instrument used has a high level of consistency and is worthy of being used as a measuring tool in this study.

The results of the validity and reliability tests provide a strong basis for research in ensuring that the data collected can be relied upon to analyze the influence of work motivation and job satisfaction on organizational commitment at Wadesa Restaurant.

In describing the respondents' assessment of the variables in this study, a classification system is needed based on a predetermined measurement scale. Each respondent's answer is categorized into several measurement scales with predetermined criteria. To determine the assessment interval, the following formula is used:

Table 3 Reliability Test Results

| Variables | Cronbach's Alpha | Information |
|-------------------------------|------------------|-------------|
| Organizational Commitment (Y) | 0.923 | Reliable |
| Work Motivation (X1) | 0.959 | Reliable |
| Job Satisfaction (X2) | 0.811 | Reliable |

Reliable (Cronbach's alpha value > 0.6)

Source: data processed, 2023

The results of the validity and reliability tests provide a strong basis for research in ensuring that the data collected can be relied upon to analyze the influence of work motivation and job satisfaction on organizational commitment at Wadesa Restaurant.

In describing the respondents' assessment of the variables in this study, a classification system is needed based on a predetermined measurement scale. Each respondent's answer is categorized into several measurement scales with predetermined criteria. To determine the assessment interval, the following formula is used:

Based on the research results presented in Table 4, the overall organizational commitment variable has an average value of 4.11, which indicates that the level of employee organizational commitment is high. This can be seen from each indicator value that is in the agree category based on the assessment scale interval.

Table 4. Respondents' Description of Organizational Commitment Variables

| Organizational Commitment Variables | Classification of Answers | | | | | Average Score | Criteria |
|--|---------------------------|--------|-------|-------|--------|---------------|-------------|
| | 1 (STS) | 2 (TS) | 3 (N) | 4 (S) | 5 (SS) | | |
| Feel happy about Organization at work | 0 | 1 | 1 | 20 | 23 | 4.44 | Tall |
| Looking at the current organization is the best | 0 | 1 | 5 | 25 | 14 | 4.15 | Tall |
| Have a strong emotional bond with the organization where you work | 0 | 1 | 16 | 17 | 11 | 3.84 | Tall |
| Feeling lost when leaving the organization where you work | 0 | 0 | 16 | 22 | 7 | 3.80 | Tall |
| Considering working at the current organization is something important that cannot be ignored | 0 | 1 | 7 | 17 | 20 | 4.24 | Tall |
| Feeling that working in this organization is best chance | 0 | 0 | 12 | 12 | 21 | 4.20 | Tall |
| Having no interest in offers from other organizations that may offer better conditions than the current place of employment. | 0 | 4 | 12 | 17 | 12 | 3.82 | Tall |
| Want to complete the rest of your career journey in your current organization | 0 | 0 | 9 | 21 | 15 | 4.13 | Tall |
| Having the view that loyalty has significant or important value | 0 | 1 | 3 | 18 | 23 | 4.40 | Tall |
| Organizational Commitment | | | | | | 4.11 | Tall |

Source: Data processed, 2023

Table 4 shows that respondents feel proud of the organization where they work, consider the current organization as the best, and have a strong emotional attachment to the organization. In

addition, respondents feel that working in the current organization is an important need and the best opportunity for them. Furthermore, they also show high loyalty with the desire to spend the rest of their career in the current organization.

The results of this analysis indicate that the majority of respondents have a high level of organizational commitment. This is in line with the theory put forward by Meyer & Allen (1991) regarding organizational commitment which includes three main dimensions: affective commitment, continuance commitment, and normative commitment. In this study, the affective commitment aspect appears to dominate, marked by feelings of pride and high emotional attachment to the organization. In addition, previous studies have shown that organizational commitment has a close relationship with job satisfaction and employee motivation (Sekhar, 2021). Therefore, a high level of organizational commitment can contribute to increased productivity and stability of the workforce in the organization.

The results of this analysis indicate that the level of organizational commitment of employees in the organization is relatively high with an average value of 4.11. The indicators used show that employees feel proud, have emotional attachments, and are not interested in job offers from other organizations. Therefore, to maintain and increase organizational commitment, organizations can pay attention to factors such as job satisfaction, employee welfare, and an inclusive and supportive organizational culture (Chauhan, 2022). In this regard, previous researchers have also emphasized the importance of organizational support and interpersonal relationships in building organizational commitment (Sekhar, 2021). This shows that building an environment that helps employees feel valued and cared for can increase their commitment to the organization.

Table 5 Respondent Description of Work Motivation Variables

| Work Motivation Variables | Classification of Answers | | | | | Average Score | Criteria |
|---|---------------------------|-----------|----------|----------|-----------|---------------|-------------|
| | 1 (STS) | 2 (TS) | 3 (N) | 4 (S) | 5 (SS) | | |
| Have an understanding or perspective on the existence of challenging situations at work | 1 | 3 | 13 | 21 | 7 | 3.67 | Tall |
| Have confidence in your ability to face challenges in the work environment | 1 | 2 | 7 | 19 | 16 | 4.04 | Tall |
| Have an understanding of motives or reasons based on finances | 1 | 4 | 6 | 19 | 15 | 3.95 | Tall |
| Work motivation | | | | | | 3.88 | Tall |

Source: Data processed, 2023

Based on Table 5, overall, the work motivation variable has an average value of 3.88, indicating that the level of employee work motivation is in the high category. This can be seen from the indicators that obtained values in the "agree" category range, indicating that most employees have a positive perception of the factors that influence their work motivation (Forner et al., 2020). Employees showed an understanding of the challenges at work with an average score of 3.67, indicating that they were aware of obstacles but were still motivated to face them (Ahsan et al., 2020). In addition, confidence in the ability to face challenges in the work environment had the highest score, namely 4.04, reflecting a strong level of self-confidence in overcoming difficulties in the workplace. Understanding of financial motives as a driving factor in working is also quite high,

with a score of 3.95, indicating that economic aspects play an important role in shaping employee work motivation (Nguyễn et al., 2022). Thus, these results indicate that employees have a good level of work motivation, but there still needs to be improvement efforts to maintain and strengthen the aspects that drive their work enthusiasm (Bindl et al., 2022).

Based on Table 6, overall, the job satisfaction variable has an average value of 4.22, which indicates that the level of employee job satisfaction is in the high category. This is reflected in all indicators that obtain values in the "satisfied" category range, indicating that most employees feel appreciated and recognized for the achievements they have achieved in their work (Hassi, 2019). Employees feel satisfied because the company appreciates their achievements, with the highest score of 4.46, indicating that performance appreciation plays an important role in increasing job satisfaction.

Table 6 Respondent Description of Job Satisfaction Variables

| Job Satisfaction Variables | Classification of Answers | | | | | Average Score | Criteria |
|---|---------------------------|-----------|----------|----------|-----------|---------------|------------------|
| | 1 (STS) | 2 (TS) | 3 (N) | 4 (S) | 5 (SS) | | |
| Feel satisfied with this job because the company appreciates the achievements that have been achieved | 0 | 0 | 3 | 18 | 24 | 4.46 | Satisfied |
| Feel satisfied with this job because the company recognizes achievement when tasks are completed well | 0 | 0 | 9 | 20 | 16 | 4.15 | Satisfied |
| Having a job that interests or attracts attention | 0 | 5 | 7 | 13 | 20 | 4.06 | Satisfied |
| Seeing career progress thanks to the work done | 0 | 1 | 0 | 23 | 21 | 4.42 | Satisfied |
| Prioritize career development over financial rewards | 0 | 1 | 10 | 21 | 13 | 4.02 | Satisfied |
| Job satisfaction | | | | | | 4.22 | Satisfied |

Source: Data processed, 2023

In addition, company recognition for tasks well done also scored high at 4.15, reflecting the importance of positive feedback in building work motivation (Kuykendall et al., 2019). Other factors contributing to job satisfaction are interest in the work itself (4.06) and the availability of career development opportunities (4.42), indicating that professional and personal growth aspects greatly influence employee satisfaction. In addition, most employees also prioritize career development over financial rewards, with a score of 4.02 (Khuc et al., 2022). Thus, these results confirm that employee job satisfaction is at a good level, but ongoing efforts are still needed to improve recognition of achievements, career development opportunities, and the balance between financial rewards and professionalism in order to maintain optimal job satisfaction (Aldabbas et al., 2022).

Classical Assumption Test

Normality Test

Based on the results of the normality test using the Kolmogorov-Smirnov Test presented in Table 7, the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance level of $\alpha =$

0.05. This indicates that there is no significant difference between the distribution of research data and the normal distribution. Thus, it can be concluded that the data in this study are normally distributed, thus fulfilling one of the basic assumptions in multiple linear regression analysis. The normality of this data indicates that the regression model used is feasible for further analysis without any bias due to deviations in data distribution.

Table 7 Results of Normality Test (Kolmogorov-Smirnov Test)

| | Unstandardized Residual |
|-------------------------------|--------------------------------|
| N | 45 |
| Kolmogorov-Smirnov Z | 0.088 |
| Asymp. Sig. (2-tailed) | 0.200 |

Source: Data processed, 2023

Based on the results of the multicollinearity test presented in Table 8, it is known that the tolerance value for the work motivation and job satisfaction variables is 0.996, which is greater than the minimum limit of 0.10. In addition, the Variance Inflation Factor (VIF) value for both variables is 1.004, which is much smaller than the maximum limit of 10. This indicates that there is no strong linear relationship between the independent variables in the regression model. Thus, it can be concluded that the regression model used does not experience symptoms of multicollinearity, so that the independent variables in this study can be used for further analysis without any data redundancy problems.

Table 8 Multicollinearity Test Results

| No | Variables | Tolerance | VIF |
|-----------|------------------|------------------|------------|
| 1. | Work motivation | 0.996 | 1,004 |
| 2. | Job satisfaction | 0.996 | 1,004 |

Source: Data processed, 2023

Based on the results of the heteroscedasticity test presented in Table 9, it is known that the significance value for the work motivation variable is 0.072 and for the job satisfaction variable is 0.957. Both values are greater than the significance limit of 0.05, which indicates that there is no particular pattern in the residual distribution. Thus, it can be concluded that the regression model does not experience heteroscedasticity problems, so that the model used meets the classical assumptions and can be used for regression analysis with more accurate and reliable results.

Table 9 Heteroscedasticity Test Results

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|--------------|------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | -0.017 | 2,557 | | -0.007 | 0.995 |
| | Work motivation | 0.197 | 0.107 | 0.274 | 1,845 | 0.072 |
| | Job satisfaction | 0.005 | 0.101 | 0.008 | 0.054 | 0.957 |

Source: Data processed, 2023

Based on the results of multiple linear regression analysis presented in Table 10, the regression model used has an R Square value of 0.671, which means that 67.1% of the variability of organizational commitment can be explained by work motivation and job satisfaction, while the remaining 32.9% is influenced by other factors outside this research model. The regression equation obtained is:

$$Y = 8.441 - 0.261X_1 + 1.498X_2$$

This equation shows that work motivation (X_1) has a regression coefficient of -0.261 with a significance level of 0.142 (greater than 0.05). This shows that work motivation has a negative and insignificant effect on organizational commitment, which means that increasing work motivation does not always have a direct impact on increasing organizational commitment. On the other hand, job satisfaction (X_2) has a positive regression coefficient of 1.498 with a significance level of 0.000 (less than 0.05), which shows that job satisfaction has a positive and significant effect on organizational commitment. In other words, the higher the level of employee job satisfaction, the stronger their commitment to the organization.

Table 10. Multiple Linear Regression Analysis Results

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|--------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 8,441 | 4,190 | | 2,015 | 0.050 |
| | Work motivation | -0.261 | 0.175 | -0.133 | -1,496 | 0.142 |
| | Job satisfaction | 1,498 | 0.166 | 0.800 | 9,031 | 0,000 |
| | R Square | 0.671 | | | | |

Source: Data processed, 2023

The T-test results strengthen this finding, where the job satisfaction variable has a t-count value of 9.031 with a significance of 0.000, indicating that its influence on organizational commitment is very significant. In contrast, the work motivation variable has a t-count value of -1.496 with a significance of 0.142, indicating that its influence on organizational commitment is not significant in this model.

Based on the results of the determination coefficient test (Table 11), the Adjusted R^2 value of 0.656 indicates that 65.6% of the variation in organizational commitment can be explained by work motivation and job satisfaction, while 34.4% is influenced by other factors not included in this research model. This fairly high Adjusted R^2 value indicates that the regression model used has good predictive ability in explaining the relationship between independent and dependent variables.

Table 11 Results of the Determination Coefficient Test

| | | Model Summary ^b | | |
|-------|-------------------|----------------------------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .819 ^a | .671 | .656 | 3.20648 |

Source: Data processed, 2023

Furthermore, the F-test results presented in Table 12 show an F-count value of 42.897 with a significance of 0.000. Because this significance value is smaller than 0.05, it can be concluded that the regression model is simultaneously significant in explaining the influence of work motivation and job satisfaction on organizational commitment. This means that both independent variables together have a significant impact on organizational commitment, and the regression model used is feasible for use in further analysis.

Based on these results, it can be concluded that job satisfaction is a more dominant factor in increasing organizational commitment compared to work motivation. Therefore, companies need to prioritize increasing job satisfaction through various policies, such as appreciation for employee achievements, career development opportunities, and work-life balance, in order to create stronger attachment and loyalty to the organization.

Table 12 Results of Model Feasibility Test (F Test)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------|
| 1 | Regression | 882,087 | 2 | 441,043 | 42,897 | 0,000 |
| | Residual | 431,824 | 42 | 10,282 | | |
| | Total | 1313,911 | 44 | | | |

Source: Data processed, 2023

DISCUSSION AND DISCUSSION

Based on the results of the normality test using the Kolmogorov-Smirnov Test that has been carried out, the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance level of 0.05. This shows that the research data is normally distributed, thus fulfilling the basic assumptions in multiple linear regression analysis (Damadzic et al., 2022), the fulfilled normality assumption ensures that the results of the regression analysis are not biased and can be interpreted properly (Damadzic et al., 2022; Germann & Sambanis, 2020).

In addition, the results of the multicollinearity test show that the tolerance value for the work motivation and job satisfaction variables is 0.996, while the Variance Inflation Factor (VIF) value is 1.004. These values indicate that there is no multicollinearity between the independent variables in the regression model. Gujarati and Porter (2009) emphasized that if the tolerance value is greater than 0.10 and the VIF is less than 10, then the regression model is free from multicollinearity problems (Bradley & Aguinis, 2023). Likewise, Cappellaro et al. (2020).showed that considering the multicollinearity test is an important step in ensuring the validity of the regression model used.

The results of the heteroscedasticity test also support the conclusion that the regression model used in this study does not experience heteroscedasticity problems. The significance value of the work motivation variable of 0.072 and job satisfaction of 0.957 is greater than the significance limit of 0.05, which indicates that the residual distribution does not have a particular pattern. This is in line with Winarno's opinion (2017) which states that heteroscedasticity that does not occur indicates that the regression model can produce efficient and unbiased estimates (Knights & Latham, 2019). Research by Ceylan et al. (2021) also supports the use of heteroscedasticity tests in the context of regression analysis to ensure that the model used is relevant.

Furthermore, the results of the multiple linear regression analysis show that the R Square value is 0.671, which means that 67.1% of the variability in organizational commitment can be explained by work motivation and job satisfaction, while the remaining 32.9% is influenced by other factors outside this research model. The regression equation obtained shows that work motivation has a negative regression coefficient of -0.261 with a significance level of 0.142, which means that its effect on organizational commitment is not significant. Conversely, job satisfaction has a positive regression coefficient of 1.498 with a significance level of 0.000, which indicates that job satisfaction has a positive and significant effect on organizational commitment. This finding is in line with research conducted by Wang & González (2020), which states that job satisfaction is one of the main factors that can increase employee commitment to the organization.

In addition, research conducted by Luthans (2018) found that job satisfaction has a greater impact than work motivation in increasing employee loyalty and commitment (Stewart et al., 2019). The results of the F test further strengthen the conclusion that the regression model is simultaneously significant in explaining the effect of work motivation and job satisfaction on organizational commitment, with an F-count value of 42.897 and a significance of 0.000. This shows that both independent variables jointly influence organizational commitment.

Thus, this study provides empirical evidence that job satisfaction has a more dominant influence in increasing organizational commitment compared to work motivation. Based on these findings, organizations are advised to prioritize efforts to increase job satisfaction in order to strengthen employee organizational commitment. Strategies that can be implemented include providing rewards for employee achievements, increasing career development opportunities, and implementing work-life balance policies (Jha, 2019). Thus, it is hoped that organizations can create a more conducive work environment and encourage employee engagement and loyalty in the long term.

CONCLUSION

Based on the results of the analysis that has been done, it can be concluded that the regression model used in this study meets the classical assumptions, such as normality, no multicollinearity, and no heteroscedasticity. With an R Square value of 0.671, this model is able to explain 67.1% of the variability of organizational commitment influenced by work motivation and job satisfaction. The regression results show that job satisfaction has a more dominant and significant influence on organizational commitment compared to work motivation, which does not show a significant influence in this model.

The implications of this study indicate that organizations need to prioritize policies that can improve employee job satisfaction, such as recognition of achievement, career development, and work-life balance. By creating a conducive work environment, it is expected that employee organizational commitment can increase, which will ultimately contribute to the organization's performance and sustainability in the long term.

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