

THE INFLUENCE OF WORK MOTIVATION AND ORGANIZATIONAL
COMMITMENT ON JOB SATISFACTION AT THE DEPARTMENT OF
POPULATION AND CIVIL REGISTRATION OF BARITO KUALA REGENCY

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ABSTRACT

This study aims to analyze the effect of work motivation and organizational commitment on job satisfaction at the Department of Population and Civil Registration, Barito Kuala Regency. This research is explanatory. This researcher uses a questionnaire with 70 employees of the Population and Civil Registration Office of Barito Kuala Regency as a sample, using a saturated sample technique. Measurement of variables using a Likert scale technique with a weight scale from 1 to 5. To determine the effect of the variables studied, namely Work Motivation and Organizational Commitment on Job Satisfaction, the Multiple Linear Regression analysis tool was used. The analysis results show that work motivation has a negative and significant effect on job satisfaction. This means that the higher the work motivation of an employee, the lower the level of job satisfaction. The organizational commitment has a positive and significant effect on job satisfaction, which means that the higher the organizational commitment in an employee, the higher the level of job satisfaction of employees at the Population and Civil Registration Office of Barito Kuala Regency.

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

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I. INTRODUCTION

I.1. Introduction

In Indonesia, the COVID-19 pandemic has had an impact on various fields, including government services. In dealing with the COVID-19 problem, the government must still be required to carry out its main tasks and functions. Therefore, a strategic policy is needed in adjusting to the new normal life. The government has implemented policies regarding social distancing, physical distancing, Work From Home (WFH), and Large-Scale Social Restrictions (PSBB) to prevent transmission and stop the spread of the COVID-19 virus.

Many of the new policies made are difficult to implement by the community, especially for public service providers. The implementation of regulations regarding Social Distancing, Physical Distancing, Work From Home (WFH), and Large-Scale Social Restrictions (PSBB) which requires all people to stay at home is one of the challenges for public services. Such as the Department of Population and Civil Registration of Barito Kuala Regency which provides face-to-face services.

The Department of Population and Civil Registration of Barito Kuala Regency provides services in making, recording and/or issuing Family Cards (KK), Identity Cards (KTP), Child Indonesia Cards (KIA), Birth Certificates, Death Certificates, Marriage Certificates, Divorce Certificates, and the making of decrees for moving and arriving residents is circumvented by services via online and via face-to-face which are only limited to 10 people per day. When online services are provided using the Whatsapp application, it will make it easier for the public to take care of population documents, but there is no need to come to the Barito Kuala Regency Population and Civil Registration Office.

Based on the data obtained, the service for Family Cards, Birth Certificates, Death Certificates, MCH, and E-KTPs has increased. This is thought to have occurred because of the ease with which the public could manage documents. Residents do not have to come to the Office of Population and Civil Registration of Barito Kuala Regency if they want to process population data. People can get services even if they are at home. And in the service of making Marriage and Divorce Certificates for non-Muslims, the issuance of moving and coming decrees has decreased. This is presumably because during the COVID-19 pandemic, residents are not allowed to travel from home, and it is forbidden to hold weddings. Even the KUA office which was closed by its service for several months.

Barito Kuala Regency Population and Civil Registration Service employees in conducting online services experienced several difficulties. Before online services, employees were used to doing face-to-face services directly, and when online services were only a few people who handled it so that employees were very overwhelmed because at one time hundreds of incoming messages wanted to manage population documents. In addition to difficulties in online services, employees also find it difficult when working from home (WFH). When employees work from home, they often feel unfocused, because of the many distractions at work. For example, a slow internet network and interference from family members such as children and others. This is one of the obstacles when working from home, because work is not optimal.

In addition to the difficulty in adjusting to different ways of working, there are several factors that make employees at the Department of Population and Civil Registration of Barito Kuala Regency feel dissatisfied. When working from home (WFH) employees use private internet. And in service through the Whatsapp application, employees use personal cellphones. And when many chat messages come in simultaneously, the cellphone of the employee who performs the online service is damaged, and there is no policy from the office to repair or

compensate. In addition, employees also do not get awards or bonuses for their work. Because employees who become operators will work more busy/many compared to other employees.

II. LITERATURE REVIEW

2.1. Work Motivation

According to Luthans (2006:270) motivation is a process that begins with physiological or psychological deficiencies that drive behavior or drives aimed at goals or incentives. Thus, the key to understanding the motivational process depends on understanding and the relationship between needs, drives, and incentives. Motivation is a process that describes a person's strength, direction, and persistence in an effort to achieve goals. Since motivation in general is related to efforts towards each goal, we will narrow the focus to organizational goals on work-related behavior (Robbins & Judge, 2017:127).

The most widely accepted explanation of motivation has been put forward by Victor Vroom. His theory is commonly known as expectancy theory. This theory argues that the strength of a tendency to act in a certain way depends on the strength of the expectation that that action will be followed by a certain outcome and on the attractiveness of that outcome to the individual. Simply put, expectancy theory says that an employee can be motivated to do better when there is a belief that better performance will lead to good performance appraisal and that this will result in the realization of personal goals in the form of some rewards (Thiagaraj & Thangaswamy, 2017).

Previous research conducted by Bodroastuti et al. (2018), Saleem et al. (2010), Mus et al. (2017), Iswanda et al. (2017), Iqbal et al. (2020), Darmawan (2016), Sohail et al. (2014) also states that work motivation has a positive and significant effect on job satisfaction.

H1: Partial work motivation has a positive and significant effect on employee job satisfaction at the Department of Population and Civil Registration, Barito Kuala Regency.

2.2. Organizational Commitment

Organizational commitment is most often defined as a strong desire to remain as a member of a particular organization, a desire to strive according to the wishes of the organization, certain beliefs and acceptance of the values and goals of the organization. Attitudes that reflect employee loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization and its continued success and progress (Luthans, 2006:249).

Organizational commitment has become the basis of various literatures that focus on job commitment and its consequences on work behavior such as job performance and turnover rate. Huselid & Day (1991) studied that when employees are more engaged and engaged with work it means that they are more committed to their work it implies that employees are satisfied with the organization. Together with other behavioral indicators such as; learning, perception, motivation and thinking, organizational commitment are considered as the most important factors to determine the behavior of people in the organization. It's all about the individual's feelings about how he feels about his job and then his loyalty shows his commitment to his organization.

Previous research conducted by Renyut et al. (2017), Odoch & Nangoli (2014), Cahyani (2019), Iswanda et al. (2017), Iqbal et al. (2020), Darmawan (2016), Sohail et al. (2014) also stated that organizational commitment has a positive and significant effect on job satisfaction.

H2: Partial Organizational Commitment has a positive and significant effect on employee job satisfaction at the Population and Civil Registration Office of Barito Kuala Regency

2.3. Job Satisfaction

According to Handoko (2008:193), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Then Armstrong (2006:264), suggests that job satisfaction refers to a person's attitudes and feelings towards their work. A positive and conducive attitude towards work indicates job satisfaction.

Employee satisfaction can be divided into 2 aspects. It is common to know that on average employees are satisfied with their organization as a whole but some are dissatisfied with some aspects of the responsibilities they hold in their work. Similarly, employees may be satisfied with some aspects of their job but dissatisfied with the organization as a whole. Generally, employees who are satisfied with the organization as a whole show a higher level of commitment than those who are satisfied with some aspects of the job (Odoch & Nangoli, 2014).

The research design is as follows.

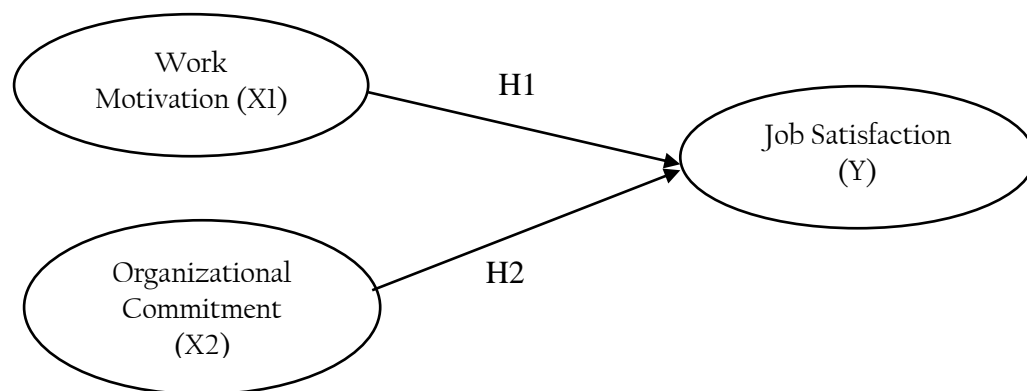


Figure 1.
Research Framework

III. METHODOLOGY

The type of research used in this research is explanatory causality (causal relationship). The approach used in this research is a quantitative approach. This study uses a saturated sampling method, in which all employees who work at the Department of Population and Civil Registration of Barito Kuala Regency will be respondents, and the total number of employees other than the head of the department is 70 people. Data collection techniques used in this research are observation, questionnaire, and interview. The instrument scale uses a Likert scale with a score of one (1) worth 1 to a score of five (5) worth 5.

The data analysis method used in this study is multiple linear regression analysis with the following equation model:

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

Where :

Y= Job Satisfaction Variable

a = Constant

X1= Work Motivation Variable

X2= Organizational Commitment Variable

b1b2 = Regression coefficient

e = Standard error

IV. RESULT AND DISCUSSION

4.1. Work motivation

Based on data analysis from respondents' answers, it can be seen clearly the description of Work Motivation in the Population and Civil Registration Office of Barito Kuala Regency. Of the five indicators that affect work motivation, the indicator with the highest mean is the indicator of love needs, which is 4.25. Where the relationship between employees at the Department of Population and Civil Registration of Barito Kuala Regency is very close, both the relationship between superiors and subordinates, as well as relationships between colleagues. Meanwhile, the lowest mean is found in the indicator of the need for appreciation, which is 3.56. This shows that employees at the Population and Civil Registration Office of Barito Kuala Regency feel less valued when the employee does positive things for the office, rarely gets praise from superiors and/or co-workers when the employee successfully completes a job well.

Table 1.
Descriptive Result of Work Motivation

Variable	N	Questions	Respondent's Answer Score					Total Score	Mean
			5	4	3	2	1		
Biological Needs	70	3	63	113	28	6	0	850	4.05
Security Needs	70	3	87	96	18	6	3	877	4.18
Love Needs	70	4	108	149	23	0	0	1189	4.25
Appreciation Needs	70	3	22	117	42	27	2	748	3.56
Self-Actualization Needs	70	4	39	180	58	3	0	1079	3.85

Source: Processed Data (2022)

4.2. Organizational Commitment

Based on data analysis from respondents' answers, it can be seen clearly the description of Organizational Commitment in the Population and Civil Registration Office of Barito Kuala Regency. Of the three indicators of organizational commitment, the indicator with the highest mean is the normative commitment indicator, which is 4.18. This shows that in practice commitment employees feel that they must be loyal and loyal to the office, and the offer to work outside the organization is not a reason for them to leave the organization. While the lowest mean is found in the sustainable commitment indicator, which is 3.35. This shows that in practice the organizational commitment to the Population and Civil Registration Office of Barito Kuala Regency employees feel that they are not afraid that in the future they will not be able to get a job like they are currently doing, are not afraid to leave the organization, and they stay in the organization not because needs and wants.

Table 2.
Descriptive Result of Organizational Commitment

Variable	N	Questions	Respondent's Answer Score					Total Score	Mean
			5	4	3	2	1		
Affective Commitment	70	3	25	109	67	7	2	767	3.65
Continuing Commitment	70	3	19	65	102	19	5	704	3.35
Normative Commitment	70	3	70	120	20	0	0	878	4.18

Source: Processed Data (2022)

4.3. Job Satisfaction

Based on data analysis from respondents' answers, it can be seen clearly the description of Job Satisfaction at the Population and Civil Registration Office of Barito Kuala Regency. Of the five indicators of job satisfaction, the indicator with the highest mean is the indicator of satisfaction with supervision, which is 3.95. This shows that in practice employees feel that superiors always provide direction to employees, communication is good, willing to help staff who are having difficulties and always accept input from staff. While the lowest mean is found in the indicator of satisfaction with the award, which is 2.87. This shows that in practice the award given to the Department of Population and Civil Registration of Barito Kuala Regency is not satisfactory, both in terms of salary and benefits.

Table 3.
Descriptive Result of Job Satisfaction.

Variable	N	Questions	Respondent's Answer Score					Total Score	Mean
			5	4	3	2	1		
Satisfaction with Job	70	3	29	124	35	22	0	778	3.71
Satisfaction with Rewards	70	3	12	36	91	65	6	604	2.87
Satisfaction with Supervision	70	4	56	173	47	4	0	1105	3.95
Satisfaction with Coworkers	70	4	48	149	81	2	0	1066	3.83
Satisfaction with Promotions	70	3	22	118	68	2	0	782	3.72

Source: Processed Data (2022)

Regression calculations through SPSS produce the output in the model summary table, ANOVA, and the coefficient as follows.

Table 4.
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.789 ^a	.623	.604	4.272	1.360

a. Predictors: (Constant), Organizational Commitment (X2), Work Motivation (X1)

b. Dependent Variable: Job Satisfaction (Y)

Source: Processed Data with SPSS 25 (2022)

Table 5.
ANOVA Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1207.147	2	603.574	33.072	.000 ^b
	Residual	730.015	40	18.250		
	Total	1937.163	42			

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant), Organizational Commitment (X2), Work Motivation (X1)

Source: Processed Data with SPSS 25 (2022)

Table 6.
Hypothesis Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Toleranc e	VIF
1 (Constant)	20.526	6.554		3.132	.003		
Work Motivation (X1)	-.420	.110	-.472	-3.808	.000	.614	1.628
Organizational Commitment (X2)	2.027	.253	.990	7.997	.000	.614	1.628

a. Dependent Variable: Job Satisfaction (Y)

Source: Processed Data with SPSS 25 (2022)

4.4. The Effect of Work Motivation on Job Satisfaction

Based on the result table, the significance value for the Work Motivation variable (X1) is 0.000, which is smaller than 5% alpha ($0.000 < 0.05$). And the value of t-count on the work motivation variable (X1) is -3.808 which is the value of t-count ($-3,808$) $<$ t-table (1,996). This states that work motivation has a negative effect on job satisfaction of employees at the Department of Population and Civil Registration of Barito Kuala Regency.

The results of this study are in accordance with the phenomena that exist in the Office of Population and Civil Registration of Barito Kuala Regency, where employees in the office, especially temporary employees, even though they do a lot or little work, the salary they get is the same. In addition, they do not get a bonus if what they do is in accordance with what was ordered.

4.5. The Effect of Commitment Organization on Job Satisfaction

Based on the result table, the significance value of the Organizational Commitment variable on Job Satisfaction is 0.000, which is smaller than 5% alpha ($0.000 < 0.05$). The t-count value on the organizational commitment variable (X2) is 7.997 which is the t-count value (7.997) $>$ t-table (1,996). This means that organizational commitment has a positive influence on employee job satisfaction at the Department of Population and Civil Registration of Barito Kuala Regency.

The results of this study are in accordance with the phenomenon that exists in the Office of Population and Civil Registration of Barito Kuala Regency, where employees use personal internet when working from home (WFH). In addition, employees who are responsible for providing online services, use personal cellphones, and when the cellphone of one employee is damaged due to too many incoming messages simultaneously, the office does not provide a policy to handle this. And for temporary employees, they stay in the office because during this pandemic it is very difficult to find work, especially in the Barito Kuala area. And also people think that working in the Department of Population and Civil Registration is a matter of pride.

V. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

Based on the results of the analysis and discussion in this study, the following conclusions can be drawn:

1. Work motivation has a negative and significant effect on job satisfaction. The results of the analysis show that the higher the work motivation of an employee, the lower the level of job satisfaction of employees at the Department of Population and Civil Registration of Barito Kuala Regency. This means that employees at the Population and Civil Registration Office of Barito Kuala Regency feel less valued when the employee does positive things for the office, rarely gets praise from superiors and/or co-workers when the employee successfully completes a job well.
2. Organizational Commitment has a positive and significant effect on Job Satisfaction. The results of the analysis show that the higher the organizational commitment that exists in an employee, the higher the level of job satisfaction of employees at the Population and Civil Registration Office of Barito Kuala Regency. This means that in practice the organizational commitment to the Department of Population and Civil Registration of Barito Kuala Regency employees feel that they are not afraid if in the future they cannot get a job as they are currently living, are not afraid to leave the organization, and they stay in the organization not because of needs and wants.

5.2. Recommendation

Based on the results of the research and the conclusions that have been described previously, suggestions can be put forward, namely the Department of Population and Civil Registration of Barito Kuala Regency, what needs to be improved is to provide adequate compensation/salary in accordance with the workload borne by employees, especially for honorary employees, giving appreciation to employees, such as giving appreciation to employees who can complete a job well, as well as appreciating employees for the positive things they do, and increase employee commitment so that employees stay afloat and foster a sense of love and pride for the organization by involving employees in every activity carried out at the Population and Civil Registration Office of Barito Kuala Regency.

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