EMPLOYEE JOB SATISFACTION IN MEDIATING THE RELATIONSHIP BETWEEN WORK MOTIVATION AND AFFECTIVE COMMITMENT IN ROOF TILE INDUSTRY

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ABSTRACT
This study investigated the mediation of job satisfaction in the relation between work motivation and affective commitment. An affective commitment was considered as an important factor that reflects how employees attached to their organization. An employee with high affective commitment will perform better and contribute more. It is crucial for every organization to identify factors that can drive its employees to develop affective commitment. Work motivation is considered as a factor that impacts the employee's emotional commitment towards the organization. Meanwhile, job satisfaction also believed to increases such commitment. The current study used 192 workers from the five largest roof tile manufacturers in Majalengka as participants. Using a bootstrapping approach, this study found that work motivation effects directly on job satisfaction and affective commitment. Meanwhile, job satisfaction also effects directly on affective commitment. This finding showed that job satisfaction has a mediation role in connecting work motivation and affective commitment, which was also the main finding of this research. A comparison with previous studies will be discussed, and managerial suggestions will be provided to improve employee's affective commitment.

Keywords: work motivation, job satisfaction, affective commitment, mediation, human resources.
INTRODUCTION
Organizational commitment is defined as a link between the individuals (employees) and their organization. In recent years, scholars studied organizational commitment to find the significant factors that shape a strong commitment (Yates, 2014; Wong & Wong, 2017). The discussion of organizational commitments that are most widely used as references came from Allen & Meyer (1990) who introduced three components of commitment; affective, normative, and continuance. Affective commitment refers to the identification with, and involvement with the organization (Mercurio, 2015).

Employees with a strong affective commitment stay and contribute to the organization because they want to do so. The human resources department needs to develop programs and policies that support the long-run performance of the company. The greatest competitive forces for the organization came from their employees. Emotionally attached employees will result in better individual and organizational performance (Schoemmel & Jønsson, 2014; Irefin & Mechanic, 2014).

Affective commitment is an emotional bond that needs time to develop. In order to build strong affective commitment, an organization must understand factors that affect employee emotional feeling toward the organization. Tosun & Ulusoy (2017) argued that employee's satisfaction towards their job also increases their affective commitment. Several factors that proved to have a relationship with affective commitment including perceived organizational support (Jais & Mohammad, 2013), learning culture (Lau et al., 2016), motivation (Fernet et al., 2017), and employee empowerment (Dhawan & Mulla, 2011). Roof tile factories currently faced extraordinary competition. They required to operate more efficiently and creatively in dealing with a new market. On the other side, in the small tile industry, it was found that one factor contributing to efficiency is labor intensive at around 75% (Sopingi, et al., 2015). It implies that labor shows high level of work-rate and productivity. Their motivation and commitment probably are a part that can correlate with each other.

In facing these challenges, companies need employees who have strong attachments to the organization. These attachments need to be gradually built to have a strong foundation. Developing strong motivation will become easier if employees have motivation in carrying out their work. Even when they are facing a tough challenge, if they have a strong motivation, they will have the self-confidence to achieve their goals. The current study examined the direct effect of work motivation in developing affective commitment, and also tested the mediation role of job satisfaction in that relation. The choice of job satisfaction as a mediator with the consideration that this variable has been widely used by previous researchers, namely in New Zealand (Boxall et al., 2014), in
Motivation is like a fuel for the individual to achieve their goals. Smart business owners know that there is a direct link between motivating employees to be successful in their assignments and the success of that business (Blasingame, 2015). This notion confirms by Barone (2016), who explains the importance of motivation, can be seen through people being inspired to make a change in their lives. In the workplace, these changes might be materialized in enhancing their performance, work harder and smarter, act more efficiently, which positively will impact the organization's performance.

**LITERATURE REVIEW**

**Work Motivation**

Schmidt et al. (2013) defined motivation as the psychological processes that underlie the direction, intensity, and persistence of behavior or thought. Kinicki & Fugate (2016) explained that motivation is inferred from one's behavior or the results associated with the behavior. Motivation is believed to be one of the four essential drivers of individual behavior and performance. Kanfer et al. (2008) also explained that work motivation is the psychological processes that determine (or energize) the direction, intensity, and persistence of action within the continuing stream of experiences that characterize the person concerning his or her work. In this study, we refer intrinsic motivation concept from Chiang et al (2008) which view motivation from how much effort employees put, the work quality, productivity, and level of involvement in their job.

A study from de Lange et al (2010) looked at the impact of work motivation on engagement. Other benefits resulting from motivated employees were higher job satisfaction (Kumar & Varma, 2017), reduced turnover (Kim, 2018), higher job performance (Ali et al., 2016).

**Job Satisfaction**

Job satisfaction also described as an expression of individuals regarding their level of well-being associated with their work-load and activities (Gibson et al., 2012). Employees who have high job satisfaction display positive feelings. Job satisfaction often associated with positive behaviors including; attendance rates, low turnover, more effective employees, more focus at work, higher involvement, and satisfied customers. Robbins & Judge (2017) proposed five dimensions of job satisfaction; supervisors, careers, salaries, coworkers, and the job itself. It is important for an organization to maintain the satisfaction level of their employees. Satisfied employee become more engaged (Caesens & Stinglhamber, 2014), strongly
committed with organization (Lambert et al., 2015), stay longer (Oosthuizen et al., 2016), develop strong organizational citizenship behavior (Talachi et al., 2014), and will perform better (Masihabadi et al., 2015).

**Affective Commitment**

The employees’ desire to remain in the organization and willing to give better efforts are due to the benefits that they perceive when they are in the organization. Discussing organizational commitment cannot be separated from an earlier study by Allen & Meyer (1990). They began to discuss the importance of organizational commitment and proposed three dimensions; affective, continuous, and normative. Affective commitment is a psychological condition that can have an impact on the emergence of positive behaviors related to work (Allen & Meyer, 1990).

Meyer et al. (2004) stated that affective commitment has the strongest correlation with performance and organizational citizenship behavior. Furthermore, Mercurio (2015) argued that the study of positive consequences of affective commitment has emerged in research, such as the investigation of the effects of affective commitment on organizational citizenship behaviors and affective commitment as a moderator of stress in the workplace. Those statements were corroborated by the results of previous research from Kim (2012), Garland et al. (2013), and Vandenberghe et al. (2004).

**Work Motivation and Job Satisfaction**

Individuals need to drive themselves towards something they value (career, pay, pride). They need to have something that motivates them to do the job. Many organizations will develop a human resources program that improves employee motivation. The literature that discusses the relationship between work motivation and job satisfaction argued that there is a strong positive link between work motivation and job satisfaction.

Roos & van Eeden (2008) explained the needs and motives associated with the energy and dynamism dimension of employee motivation were significantly and positively related to all aspects of job satisfaction, in particular to job characteristics. Gillet et al. (2013) found that work autonomous motivation was positively associated with work satisfaction. The positive links between work motivation and job satisfaction were also found in the study of Gelard & Rezaei (2016) and Kumar & Varma (2017). Thus, this study proposes the following hypothesis H₁ that work motivation will have a significant positive effect on job satisfaction.

**Work Motivation and Affective Commitment**

In the workplace, work motivation has been positively associated with affective commitment (Gagne et al., 2008). Employees with a desire to excel will show contribution in the form of real
action emotionally and display a sense of pride to the organization and associate themselves with the organization. Studies from Choong et al. (2011) concluded that there is a strong relationship between intrinsic motivation and affective commitment. The positive relationship between work motivation and affective commitment was also found in studies from Battistelli et al. (2013) and Fernet et al. (2017).

From those results, we propose the hypothesis $H_2$ that work motivation will have a significant positive effect on affective commitment.

**Job Satisfaction and Affective Commitment**

The study by Azeem (2010) revealed a significant positive relationship between job satisfaction and affective commitment. This finding was confirmed by Irshad & Naz (2011) and Colakoglu et al. (2010). Most researches that study the link between job satisfaction and affective commitment show that employees will achieve a higher level of commitment if the company pays attention to their level of satisfaction at work. Highly satisfied employees will associate themselves willingly with organizations. Our hypothesis $H_3$ is that job satisfaction will have a significant positive effect on affective commitment.

Based on the result regarding the links between variables our next hypothesis $H_4$ is that job satisfaction mediates the effect of work motivation on affective commitment. Figure 1 shows the research model of this study.

**METHODS**

**Participants**

The participants consisted of 192 workers that were chosen proportionally from the biggest five roof tile manufacturers with more than 20 employees, in Majalengka, the biggest center of roof tile industry in West Java, even in Indonesia. The data collection was conducted in January 2019 until March 2019. The gender ratio of the participants was 67% men and 23% women. Most participants were married (66%). More than 42% percent of employees have already been worked in the organization between 1 – 3 years. The interesting information is that there were 24% of workers who have already worked for more than ten years. The education level was dominated by high school (72%).
Measurement and Analysis

We translated the English version of the questionnaire into Bahasa. Then the final translation consists of 25 items that were used in this study. The work motivation was assessed with 4 items develop from Chiang et al. (2008). The Cronbach alpha was 0.881. Examples of the items were ‘Always do the best at work’ and ‘Always improve the quality of work’. 15 Job satisfaction items were developed by Prasetio et al. (2017). The Cronbach Alpha was 0.805 and the samples of items were ‘My salary is in accordance with my workload’ and ‘I am willing to help my colleagues’. Affective commitment measured using 6 items from Allen & Meyer (1990). The Cronbach Alpha was 0.805 and the samples of items were ‘I speak positively about my companies to other people’ and ‘I feel that company problems are my problem’.

We used SPSS with Macro PROCESS to analyze the data and provide the correlation (Hayes, 2018). This method did not require the normality assumptions related to sample distribution through the application of bootstrapping confidence intervals (Preacher et al., 2007). To determine whether job satisfaction has a mediation role in the relationship, the value of the Upper-level and Lower-level Confidence interval should not contain the number 0.

RESULTS AND DISCUSSION

Table 2 displays means and standard deviations for work motivation, job satisfaction, and affective commitment and also their correlations. Work motivation and affective commitment were positively correlated to job satisfaction. Meanwhile, work motivation was also positively correlated with affective commitment.

Table 2. Work motivation, job satisfaction, and Affective Commitment: Means, standard deviations, and correlations

<table>
<thead>
<tr>
<th></th>
<th>Means</th>
<th>Std.Dev</th>
<th>N</th>
<th>Satisfaction</th>
<th>Motivation</th>
<th>Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction</td>
<td>4.0917</td>
<td>0.39649</td>
<td>192</td>
<td>1</td>
<td>.495**</td>
<td>.629**</td>
</tr>
<tr>
<td>Motivation</td>
<td>4.2413</td>
<td>0.44773</td>
<td>192</td>
<td>.495**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Commitment</td>
<td>4.3217</td>
<td>0.48748</td>
<td>192</td>
<td>.514**</td>
<td>.629**</td>
<td>1</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Regression analysis was used via the SPSS program with the PROCESS program (Hayes, 2018) to test the model, specifying a 95% confidence interval and 5000 bootstrap samples. Table 3 displays the results of the regression analysis. Hypothesis $H_1$ work motivation would predict job satisfaction was supported ($\beta = .4380$, $SE = .0558$, $p = 0.000$). The next hypothesis $H_2$ work motivation would positively affect affective
commitment also supported ($\beta = .5403, \text{SE} = .0675, \ p = 0.000$).

The results also confirm that hypothesis H$_3$ was supported job satisfaction will predict affective commitment ($\beta = .3306, \text{SE} = .0763, \ p = 0.000$). These three estimations empirically are strong results since proven to show an unbiased estimator that significant at a 99% confidence level.

Table 3. Regression Coefficient, Standard error, and Model Summary

<table>
<thead>
<tr>
<th></th>
<th>Job Satisfaction</th>
<th>Affective Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coef</td>
<td>SE</td>
<td>p-value</td>
</tr>
<tr>
<td>Work Motivation</td>
<td>0.4380</td>
<td>0.0558</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contant</td>
<td>2.2338</td>
<td>0.2381</td>
</tr>
</tbody>
</table>

Table 4 shows the significance test regarding the prediction about the mediation of job satisfaction on the relationship between work motivation and affective commitment. Hypothesis H$_4$ was proven since there was no zero value (0) between lower-level confidence interval and upper-level confidence interval. Job satisfaction can enhance the effect of work motivation on affective commitment.

Table 4. Test of mediation of job satisfaction on the relationship between work motivation and affective commitment

<table>
<thead>
<tr>
<th></th>
<th>Effect</th>
<th>BootSE</th>
<th>BootLLCI</th>
<th>BootULCI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Motivation → Job Satisfaction → Affective Commitment</td>
<td>0.1448</td>
<td>0.0376</td>
<td>0.0790</td>
<td>0.2257</td>
</tr>
</tbody>
</table>

In general, worker’s quite motivated and satisfied with their current job. Surprisingly, and this is good for the organization, workers perceived somewhat strong affective commitment. Moreover, these three variables correlated with each other positively. Although they worked in a hazardous environment when making roof tile, they still develop motivation and satisfaction, which lead to higher affective commitment. One of the reasons for this to happen is that most workers did not possess a higher education level, and the companies provide the opportunity for them to work without having any substantial education degree.

This study contributes to the models of relationships involving work motivation, job satisfaction, and affective commitment. We found that the result from previous studies was corroborated partially. Our study found the positive relationship between work motivation and job satisfaction, which was supported by the works from Gelard & Rezaei (2016), Kumar & Varma (2017), and Gillet et al. (2013). The findings regarding the other two relations also aligned with previous studies (Battistelli et al., 2013; Irshad & Naz, 2011; Colakoglu et al.,2010). Job satisfaction has been shown to mediate relationships between transformational leadership, work stress, and perceived organizational support with affective commitment (Colakoglu et al., 2010; Hakim & Ibrahim, 2010).

The current study found the mediation role of job satisfaction in the relation of work motivation and affective commitment, and it was a novelty of this research. It added the importance of job satisfaction as one of the positive work
attitudes, which should become a priority for every organization. Using participants with a lower educational degree also provides new insights that even in the lower level job, work motivation and job satisfaction still play an important role in helping an organization achieve its targets. Workers motivated to do their job because their lives depend on it and in the area where there are not many opportunities to get another job. When individuals develop the thought of importance in what they do, then automatically they will develop stronger motivation.

Afterward, their job provides enough resources for their family, which leads to higher satisfaction. Even though they receive minimum compensation, they have a satisfying work environment and significant relation with supervisors and coworkers. Those unsurprisingly will help them to develop a higher emotional attachment.

CONCLUSION

The current study supported and rejected all of the null hypotheses in this research. These results supported the previous studies regarding the relations between independent and dependent variables. Our contribution is the confirmation that job satisfaction mediates the relation between work motivation and affective commitment, which is still not studied much. Furthermore, our study in roof tile manufactures also confirm that workers with low education background can develop work motivation and job satisfaction even without the presence of an interesting compensation program.

One crucial aspect is that they cherish their work as it provides their needs. Despite many positive contributions, our study needs to be developed. Based on the data of respondents above that consisted of 67% male, 66% married, and 45% had more than five years of the work period, it is essential in the future to conduct a further study that uses normative commitment and even continuance commitments as variables. We also suggest a future study to consider the use of longitudinal data to conduct a deeper analysis. Another important aspect for future study is the type of organization, the different cultural backgrounds of participants, and the number of participants. All of these will enhance the quality of the result and can become bases for generalization.

REFERENCES


