

# The Influence of Discipline, Motivation, and Job Satisfaction toward Organizational Commitment (Studi Kasus Pada Yayasan Pendidikan Islam Nurul Hikmah Pondok Aren)

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## The Influence of Discipline, Motivation, and Job Satisfaction toward Organizational Commitment (Studi Kasus Pada Yayasan Pendidikan Islam Nurul Hikmah Pondok Aren)

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**Abstract:** This research aims to investigate the influence of discipline, motivation, and job satisfaction on the organizational commitment in Yayasan Pendidikan Islam Nurul Hikmah. This population in this study there are 63 people who directly into the sample. The method used in this study is a descriptive method of problem solving by describing the object of research at the moment on facts, then analysis using tools Statistical Product and Service Solution (SPSS) version 24.0. The research showed that the variables of discipline, motivation, and job satisfaction positive effect on the organizational commitment in Yayasan Pendidikan Islam Nurul Hikmah. Thus the three variables of discipline, motivation, and job satisfaction simultaneously (together) proved to be a positive effect and significant on the organizational commitment in Yayasan Pendidikan Islam Nurul Hikmah.

**Keywords:** Discipline, Motivation, Job Satisfaction, and Organizational Commitment.

### INTRODUCTION

Educators or educational personnel are human resources that play a strategic role especially in the effort to shape the nation's character through the development of character building and values. From the learning dimension, the role of educators in the learning process develops very dynamically, for there are dimensions of educational and its processes which cannot be replaced by the savvy of technology.

According to law article number 14 of 2005 on Teachers and Lecturers, article 20 describes seven main tasks of teachers: educate, teach, guide, direct, train, assess and evaluate. The performance of teachers at Nurul Hikmah Islamic Education Foundation for the past three years has decreased because the quality of a teacher is closely related to one's commitment to the work. Highly committed teachers will provide the best for the achievement of Organization. The record showed that there were absent due to sick, absent with no reason and lateness.

Teachers' motivation is still low because the organization does not provide health benefits, no reward over teachers' performance, and the school does not involve employees in decision making. In addition, teachers' job satisfaction is low because teachers feel that the salary has not been able to meet their needs, the school does not provide an opportunity to career development, and the superior officials do not set a good example.

Based on that background, the writer decided to conduct a research with a title "The Influence of

Discipline, Motivation, and Job Satisfaction toward Organizational Commitment (Studi Kasus Pada Yayasan Pendidikan Islam Nurul Hikmah Pondok Aren)".

Based on the background, the objectives to be achieved in this research are:

- 1) To know the effect of discipline on organizational commitment.
- 2) To know the influence of motivation to organizational commitment.
- 3) To determine the effect of job satisfaction on organizational commitment.
- 4) To know the influence between discipline, motivation, and job satisfaction towards organizational commitment.

### LITERATURE REVIEW

#### Discipline Definition

Rivai [1] defines work discipline as a means used by managers to communicate with employees so that they are willing to modify a behavior as well as an attempt to raise one's awareness and willingness to comply with all corporate rules and prevailing social

3 rms. Sutrisno [2] states that discipline is the attitude of 3 e's willingness and willingness to obey and obey the norms of the prevailing rules around it.

Hasibuan [3] defines discipline as the 3 nsciousness and willingness of a person to comply with all corporate rules and prevailing social norms. Mangkunegara [4] states that work discipline can be interpreted as the implementation of management design to strengthen organizational guidelines.

Indicators of Discipline. According to Sutrisno [5], the criteria used as indicators of work discipline, namely: obeying the rules of time, obeying the rules, obeying the code of conduct

#### Motivation Theory

Mangkunegara [6] reveals that motive is a boost of needs in the employee who needs to be fulfilled so that the employee can adjust to the environment, while motivation is a condition that drives employees to be able to achieve the purpose of the motive. Siagian [7] defines motivation as the driving force which results in an member willingness and willing to mobilize one's ability in the form of skill to organize various activities which are one's responsibility and fulfill the obligation, in order to achieve the goals and various organizational goals predefined. Hasibuan [8] states that motivation is the provision of the motive that creates the enthusiasm for of one's performance so that they are willing to cooperate, work effectively and integrate with all their efforts to achieve satisfaction. Chung & Meggison in Fahmi [9] states motivation as behavior aimed at goals. Motivation is related to the level of effort undertaken by a person in the pursuit of a goal. Motivation is closely related to job satisfaction and performance.

#### Motivation Indicators

According to Abraham Maslow (Robbins, 2008: 223) [10] who views that there is a need that must be met by humans and he divides the hierarchy of human needs into five, namely: Physiological, Secure, Social, Appreciation and Self-actualization.

#### Job Satisfaction Description

Mangkunegara [11] defines job satisfaction as a feeling that endorses or does not endorse self-employment associated with one's work or with one's condition. Wesson [12] argues that job satisfaction is a pleasant emotional state resulting from the assessment of one's work or work experience. Wijono [13] states that job satisfaction is a result of individual estimation of work or positive experience and comforting one.

Badriyah [14] describes job satisfaction as the attitude or feeling of employees to the fun or unpleasant aspects of the work in accordance with the judgment of each worker. Job Satisfaction Indicator. Wesson [15] mentions some job satisfaction indicators consisting of salary, promotion, supervision, coworkers, the work itself and the social environment.

#### Organizational Commitment

Luthans [16] states that organizational commitment is a trait that reflects employees' 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. Griffin [17] elaborates organizational commitment as an attitude that reflects the extent of how an individual recognized and attached to one's organization. Employees who feel more committed to the organization have reliable habits, plan to stay longer in the organization and devote more effort to work.

Mathis and Jackson [18] defines that organizational commitment is the level of trust and acceptance of labor to the goals of the organization and has a desire to remain in the organization. Robbins [19] argues that commitment to the organization is defined as a situation in which an employee takes side with a particular organization and its goals, and intends to maintain membership in the organization.

10 Allen and Meyer [20] in Panggabean [21], define organizational commitment as a concept that has 3 dimensions namely: affective, normative, and continuance commitment. Affective commitment is the degree to which an employee is emotionally bound, familiar, and involved in the organization. Continuance commitment is an assessment of the costs associated to leaving the organization. Normative commitment refers to the degree to which a person is psychologically bound to be an employee of an organization based on feelings such as loyalty, affection, warmth, possessions, pride, joy, happiness, and so on. Greenberg [22] 10 ntions the forms of organizational commitment consisting of affective commitment, continuance commitment, normative commitment.

#### Conceptual Framework

Based on previous theoretical and research studies, the researchers created a research framework as illustrated below. Discipline (X1), Motivation (X2), and Job Satisfaction (X3) regarded as independent variable, while organizational commitment (Y) as dependent variable

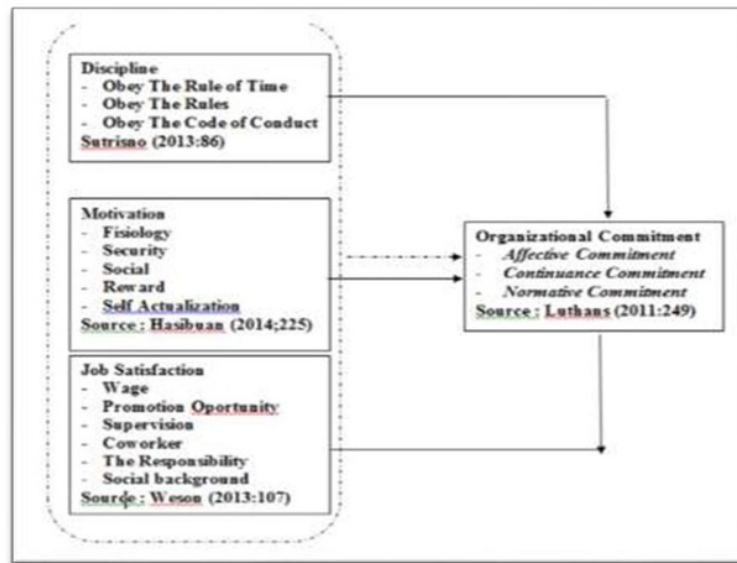


Fig-1: Theoretical Thinking Framework  
Source: Processed (2017)

The research hypothesis is a temporary conclusion to a research problem which validity must be tested empirically. The hypothesis in this study referred to the literature review that has been described previously. Based on that, the research hypothesis are formulated as follow:

- H1: There is an influence between discipline toward organizational commitment.
- H2: There is an influence between motivation towards organizational commitment<sup>1</sup>
- H3: There is an influence between job satisfaction and organizational commitment.
- H4: There is an influence between discipline, motivation, and job satisfaction altogether to organizational commitment.

**RESEARCH METHODS**

This research applied descriptive method, a problem solving approach by describing the objects of research at the present situation based on facts, then the data were analyzed and interpreted. This research<sup>13</sup> conducted to test the concept in hypothesis about The Influence of Discipline, Motivation, and Job Satisfaction toward Organizational Commitment of teachers at Islamic Education Foundation Nurul Hikmah Pondok Aren. The independent variables in this study were: Discipline (X1), Motivation (X2), and Job Satisfaction (X3), while the dependent variable is: Organizational Commitment (Y).

In this study, primary data source obtained by giving questionnaires distributed to all respondents - teachers and employees- at the Islamic Education

Foundation at Nurul Hikmah Islamic Educational Foundation Pondok Aren, which then be analyzed. The results of data processing will be presented in tables and<sup>16</sup> cessed with data processing software program called Statistical Product and Service Solution (SPSS) version 24.0.

<sup>21</sup> The analysis tool used in this research is Multiple Linear Regression with equation  $Y = a + b1.X1 + b2.X2 + b3.X3 = e$ . Description: Y= Organizational Commitment Variables; a=Multiple regression constants; b1, b2, b3=Regression coefficients; X1=Variable Discipline; X2=Motivation Variable; X3=Job Satisfaction Variable; e=Error.

**RESULTS AND DISCUSSIONS**

Characteristics of respondents are description of respondents and this sample research was 63 people. One of the objectives of respondent characteristics description is to provide an overview of the sample in this study.

**Validity Test Results**

The validity test result of a q<sup>27</sup> ionnaire is deemed to be valid if the questions able to reveal something that will be measured from the questionna<sup>13</sup>. The validity test result for each question is exercised by comparing the value of t count with r table, for degree of freedom (df) = n-2, (Ghozali, 2012: 45) [23]. In this study the number of samples was 63 respondents, then the value of r table is df = 63-2 = 61, so r table value was 0.250.

**Table-1: Validity Test Result on Discipline**

No	Questionnaire Points	$r_{count}$	$r_{table}$	Description
1	X1.1	0,308	0,250	Valid
2	X1.2	0,487	0,250	Valid
3	X1.3	0,449	0,250	Valid
4	X1.4	0,514	0,250	Valid
5	X1.5	0,427	0,250	Valid
6	X1.6	0,595	0,250	Valid
7	X1.7	0,421	0,250	Valid
8	X1.8	0,460	0,250	Valid

Source: Formulated Research Data (2017)

Validity test is done by analyzing at the correlation coefficient between each indicator to the construct score of each variable. Table 1 presented that item statement number X1.1 to X1.8 showed significant

value with value  $r_{count}$  above  $r_{table}$  of 0.250. Thus the statement items were considered valid hence further research was allowed.

**Table-2: Validity Test Result on Motivation**

No	Questionnaire Points	$R_{count}$	$r_{table}$	Description
1	X2.1	0,535	0,250	Valid
2	X2.2	0,529	0,250	Valid
3	X2.3	0,446	0,250	Valid
4	X2.4	0,704	0,250	Valid
5	X2.5	0,492	0,250	Valid
6	X2.6	0,583	0,250	Valid
7	X2.7	0,692	0,250	Valid
8	X2.8	0,554	0,250	Valid
9	X2.9	0,699	0,250	Valid
10	X2.10	0,594	0,250	Valid
11	X2.11	0,487	0,250	Valid
12	X2.12	0,605	0,250	Valid
13	X2.13	0,661	0,250	Valid

Source: Formulated Research Data (2017)

In table 2, the statement items number X2.1 to X2.13 showed significant value with the value of  $r_{count}$  above  $r_{table}$  of 0.250. Thus the statement items are

declared valid and can be further research. Thus the statement items were considered valid hence further research was allowed.

**Table-3: Validity Test Result on Job Satisfaction**

No	Questionnaire Points	$r_{count}$	$r_{table}$	Description
1	X3.1	0,499	0,250	Valid
2	X3.2	0,358	0,250	Valid
3	X3.3	0,440	0,250	Valid
4	X3.4	0,527	0,250	Valid
5	X3.5	0,335	0,250	Valid
6	X3.6	0,713	0,250	Valid
7	X3.7	0,597	0,250	Valid
8	X3.8	0,553	0,250	Valid
9	X3.9	0,505	0,250	Valid
10	X3.10	0,586	0,250	Valid
11	X3.11	0,552	0,250	Valid
12	X3.12	0,381	0,250	Valid
13	X3.13	0,542	0,250	Valid
14	X3.14	0,607	0,250	Valid

Source: Formulated Research Data (2017)

In table 3 item statements number X3.1 to X3.14 presented significant value with value  $r_{count}$  above  $r_{table}$

of 0.250. The statement items were considered valid hence further research was allowed.

**Table-4: Validity Test Result on Organizational Commitment**

No	Questionnaire Points	r <sub>count</sub>	r <sub>table</sub>	Description
1	Y.1	0,450	0,250	Valid
2	Y.2	0,448	0,250	Valid
3	Y.3	0,404	0,250	Valid
4	Y.4	0,536	0,250	Valid
5	Y.5	0,456	0,250	Valid
6	Y.6	0,528	0,250	Valid
7	Y.7	0,404	0,250	Valid
8	Y.8	0,348	0,250	Valid
9	Y.9	0,462	0,250	Valid
10	Y.10	0,368	0,250	Valid

Source: Formulated Research Data (2017)

In Table 4, the statement items number Y1 to Y.10 showed significant value with value r<sub>count</sub> above r<sub>table</sub> of 0.250. The statement items were considered valid hence further research was allowed.

time, the reliability measure performs with Cronbach Alpha (α) method. Referring to Ghozali (2012: 42) [24], the assessment of a construct or variable is said to be reliable if Cronbach Alpha > 0.60. The value of instrument reliability test is presented in the table below:

**Reliability Test Results**

A questionnaire is said to be reliable or valid if one's response to a statement is consistent or stable over

**Table-5: Realibility Test Result**

Variable	Cronbach's Alpha	Reliability Limit	Evaluation
Discipline	0,758	0,60	Reliabel
Motivation	0,882	0,60	Reliabel
Job Satisfaction	0,855	0,60	Reliabel
Organizational Commitment	0,770	0,60	Reliabel

Source: Formulated Research Data (2017)

Based on the data in table 5, the value of reliability test results for the discipline variable was 0.758, motivation variable was 0.882, job satisfaction variable was 0.855, and organizational commitment variable was 0.770. The value of cronbach's alpha is greater than the reliable limit of 0.60 so it can be said

that all the measurement concepts of each variable of the questionnaire is reliable so that each item on the variable discipline, motivation, job satisfaction, and organizational commitment is reliable to use as a measuring tool and further analysis can be done.

**Tabel-6: Normality test result with Kolmogorov Smirnov**

		One-Sample Kolmogorov-Smirnov Test			
		X1_Discipline	X2_Motivation	X3_Job Satisfaction	Y_Commitment
4		63	63	63	63
Normal Parameters <sup>a,b</sup>	Mean	30,08	52,49	55,75	38,60
	Std. Deviation	4,232	6,430	6,286	4,398
Most Extreme Differences	Absolute	,072	,085	,103	,099
	Positive	,071	,070	,103	,099
	Negative	-,072	-,085	-,076	-,080
Test Statistic		,072	,085	,103	,099
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>	,200 <sup>c,d</sup>	,095 <sup>c</sup>	,200 <sup>c</sup>
a. Test distribution is Normal.					
b. Calculated from data.					
c. Lilliefors Significance Correction.					
d. This is a lower bound of the true significance.					

Based on Table 6, it can be seen that Asymp Sig value of discipline was 0,200, Asymp Sig value of Motivation was 0,095, and Asymp Sig value of Organizational Commitment was 0,200. Asymp Sig value of these three variables were greater than 0,05, so it can be concluded that the data were normally distributed.

**The Result of Multiple Regression Analysis**

Regression analysis in this study was exercised to know how the influence of independent variables (independent) consisting of Discipline (X1), Motivation (X2), and Job Satisfaction (X3), toward the dependent variable Organizational Commitment (Y).

**Table-7** <sup>25</sup> *coefficients<sup>a</sup>*

Model		Unstandardized Coefficients	t	Sig.
		B		
1	(Constant)	1,026	,363	,718
	X1 Discipline	,559	6,520	,000
	X2 Motivation	,223	4,551	,000
	X3 Job Satisfaction	,163	3,421	,001

a. Dependent Variable: Y Commitment

Source: Formulated Research Data (2017)

The result of multiple regression analysis as presented in table 7 coefficients, the value in column B can be made into the following equation:  $Y = bo + b1X1 + b2X2 + b3X3 = Y = 1.026 + 0.559 + 0.223 + 0.163$ .

The regression equation formed above can be interpreted as following:

- $bo$  (constant) = 1.026 means the value of Organizational Commitment (Y) variable was 1,026 if the Discipline (X1), Motivation (X2), and Job Satisfaction (X3) variables are absent or equal to zero;
- $b1 = 0,559$  was positive, it means that if the variable of Discipline (X1) increases while the Motivation (X2) and Job Satisfaction (X3) are stable, then Organizational Commitment (Y) variable will increase by 0,559;
- $b2 = 0.223$  was positive, it means that if the Motivation (X2) variable increases while the Discipline (X1) and Job Satisfaction (X3) are stable, then the Organizational Commitment (Y) variable will increase by 0.223;
- $b3 = 0.163$  was positive, it means that if Job Satisfaction variable (X3) increases while the Discipline (X1) and Motivation (X2) variable is fixed, then Organizational Commitment (Y) variable will increase by 0.163.

From the above equation it could be concluded that discipline, motivation, and job satisfaction were improved or increased, then Organizational Commitment of teachers at Yayasan Islamic Education Nurul Hikmah Pondok Aren will improve and increase, with the strongest influence shown by discipline variable.

**RESULTS AND DISCUSSIONS**

**The Influence of Discipline against Organizational Commitment**

Based on the hypothesis test (t test) which has been done by applying analysis tool SPSS version 24,0, it revealed that discipline variable has positive partial influence and significant to organizational commitment of teachers at Nurul Hikmah Islamic Education Foundation. This can be seen in table 1, where the value of  $t_{count} > t_{table}$  ( $6,520 > 1,999$ ) and significance value  $0,000 < 0,05$ . Based on correlation between disciplines (X1) with organizational commitment (Y), the strongest relationship was between the dimensions of obedience to the rules of behavior with the dimension of continuance commitment which was equal to 0.814. This means that the higher the adherence of a teacher's behavior, it will increase one's commitment to stay in the organization

Empirically this research showed that discipline influence positively and significantly to organizational commitment. This research was supported by previous research that has been done by Dede Kurmia Ilahi [25], Gerry J. Jr. Wowor [26], and <sup>33</sup>ma Riaz [27], who concludes that discipline has a positive and significant impact on organizational commitment.

**Motivation Influence Toward Organizational Commitment**

Based on the hypothesis test (t test) that has been done by using analytical tool SPSS version 24.0 states that the motivation affected partially and positively toward organizational commitment of teachers at the Nurul Hikmah Islamic Education Foundation. This can be seen in table 7, where  $t_{count} > t_{table}$  ( $4.551 > 1,999$ ) and significance value of  $0,000 < 0,05$ . Based on the correlation between motivations (X2) with organizational commitment (Y), the strongest relationship was between security dimensions with continuance commitment dimension which was equal to

0,691. It can be interpreted that the higher the security of a teacher, it will increase one's commitment to stay in the organization.

Empirically this research elaborated that motivation gave significant influence to organizational commitment. This study was supported by previous researches conducted by Sedigheh Iranmanesh [28], Nancy L. Leach [29], and Yuen Onn Choong [30], who believed that motivation significantly influences organizational commitment.

#### **The Influence of Job Satisfaction To Organizational Commitment**

Based on the hypothesis test (t test) that has been done by the researcher Foundation. This can be viewed in table 2, where  $t_{count} > t_{table}$  ( $3.421 > 1.999$ ) and significance value of  $0.001 < 0.05$ . Based on the correlation between Job Satisfaction variable (X2) with organizational commitment (Y) variable the strongest relationship was between the dimension of supervision with continuance commitment of 0.704. by using analysis tool in the form of SPSS version 24,0 stated that job satisfaction had positive partial influence and significantly toward organizational commitment of teachers at Nurul Hikmah Islamic Education

Empirically this research revealed that job satisfaction influence significantly toward organizational commitment. This research was supported by previous research conducted by Steven Gondokusumo [31], Antok Slamet Prasetyo [32], Dyah Sawitri [33], which concluded that job satisfaction affects organizational commitment.

#### **The Effect of Discipline, Motivation, Job Satisfaction Toward Organizational Commitment**

Based on the hypothesis test (F test) by applying analysis tool of SPSS version 24,0 which showed that discipline, motivation, and job satisfaction simultaneously had a significant effect to organizational commitment of teachers at Yayasan Pendidikan Islam Nurul Hikmah. This can be seen in table 3, where  $F_{count} > F_{table}$  ( $83,427 > 2,76$ ) and significance value of  $0,000 < 0,05$ .

<sup>20</sup> Based on the results of multiple linear regression analysis in table 7 which obtained the equation  $Y = 1.026 + 0.559 + 0.223 + 0.163$ , where organizational commitment (Y) was 1.026, discipline (X1) was 0.599, motivation (X2) was 0.223, and Job Satisfaction (X3) was 0.163. This positive regression equation indicated that there was a positive correlation between discipline (X1), motivation (X2), and job Satisfaction (X3) toward organizational commitment (Y).

Based on the results of the coefficient of determination analysis in Table 6, it was obtained that R square (R<sup>2</sup>) of 0.809 or equal to 80.9%. It showed that the independent variables discipline, motivation, and

job satisfaction effected the dependent variable, organization commitment, which was equal to 80.9%. While the rest ( $100\% - 80.9\% = 19.1\%$ ) were influenced by other variables.

Empirically this research elaborated that discipline, motivation, and job satisfaction influence positively and significantly over organizational commitment. This research was supported by previous research conducted by Hyejin Lee <sup>19</sup>, Stephen Ross, and Thomas G. Rieo [34], From Motivation to Organizational Commitment of Volunteers in Non-profit Sport Organization. The results of this research <sup>31</sup> indicates that volunteer motivation has a significant direct impact on affective commitment, and the work friction mediates the relationship between values and organizational commitment. Similarly, research conducted by Mohammad No Pasand Asil, Esmail Ramezan Pour, and Ahmad Javaheri [35], Surveying the relationship between the preservation and maintenance factors of human resources with the organizational commitment in Iranian Oil Contractors. The results showed that job satisfaction and employee discipline significantly influence organizational commitment. This research also supports research conducted by Don Seymour [36], Common Sense, Fortitude, and Discipline. The results evidently showed that employee motivation and satisfaction will increase employees' commitment to the organization.

Based on the coefficient of determination regression test, there are many other factors that can influence the Organizational Commitment, apart from Discipline, Motivation, and Job Satisfaction such as leadership style, moral <sup>10</sup> and so forth. These other factors have an impact on employee performance and productivity this is based on previous research results such as:

- Motivation and Job Satisfaction have positive and significant effect on teacher performance either partially or simultaneously or in this context bias also to employees performance in general in company and other organization. The higher motivation and job satisfaction of employees will <sup>3</sup> give a positive impact on performance [37];
- <sup>15</sup> Work Motivation and Job Satisfaction have positive and significant impact on Organizational Commitment and impact on Employee / Employee Performance [38];
- Work Discipline and Morale have a positive and significant impact on the Employee Performance of Tax Office Pratama Padang Dua, either partially or simultaneously, [39]; and <sup>9</sup>
- Job Satisfaction and Leadership Style have a positive and significant effect on Employee Productivity either partially or simultaneously at PT. General Insurance Bumiputera Muda 1967 [38].



## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the results of the analysis and discussion described in the previous chapter, it can be concluded as follow:

- Discipline affected significantly and positively toward organizational commitment. This means that if the discipline improved, then the organization's commitment of teachers at Nurul Hikmah Islamic Education Foundation will also increase. The highest influence was shown by the obedient dimension of the rules to continuance commitment.
- Motivation affected significantly and positively toward organizational commitment. This means that if the motivation raised, then the organization's commitment of teachers at Nurul Hikmah Islamic Education Foundation will also increase. The highest influence was shown by the security dimension of continuance commitment.
- Job Satisfaction affected significantly and positively toward organizational commitment. This means that if the job satisfaction was raised then the organization's commitment of teachers at Nurul Hikmah Islamic Education Foundation will also improved. The greatest influence was shown by the control dimension of continuance commitment.
- Discipline, motivation, and job satisfaction altogether affected significantly and positively toward organizational commitment on organizational commitment of teachers at Nurul Hikmah Islamic Education Foundation.

### RECOMMENDATIONS

<sup>1</sup>Based on the results of research and discussion and conclusions that have been described previously, the authors propose some suggestions as follow:

- Discipline had the greatest influence on organizational commitment, especially on the dimensions of obedience to the rules of continuance commitment with a very strong level of relationship. Increased discipline of rules might begin by sanctioning teachers or employees who violate the regulations.
- Job satisfaction resulted as the second variable that showed the influence on organizational commitment, especially on the dimension of supervision on continuance commitment strongly. Satisfied teachers and employees will certainly provide the best example for the organization.
- Motivation also had a strong influence on organizational commitment, especially on the security dimension of continuance commitment. One who feels safe about his old age, his health, and his well-being will certainly have a better commitment to the organization.
- To support the improvement of science and evaluation of this research, it is suggested to further researchers to add other variables in order to get better conclusions from this research.

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