

## The Impact of Job Satisfaction on Commitment

Ardian Oka<sup>1</sup>, Muhammad Isa Indrawan<sup>2</sup>

Universitas Pembangunan Panca Budi, Indonesia

\*Correspondence Email: [ardianoka@gmail.com](mailto:ardianoka@gmail.com)

### Abstract

HR is an abbreviation of "Human Resources". This term is generally used in the context of organizational or corporate management to refer to the department or function responsible for managing aspects related to human resources, such as recruitment, training, employee development, performance management, and personnel administration needs to be paid attention to by the leadership of an organization or company in providing maximum service and satisfaction to the community, for this reason skilled and reliable human resources are needed Work has a positive and significant effect. on Employee Commitment with an original sample value of 0.303 and ap value of 0.004. HR Quality has a positive and significant effect on Job Satisfaction with an original sample value of 0.459 and an original sample value of 0.001 0.222 and p value of 0.052 original sample value of 0.443 and ap value of 0.002. Work Motivation has a positive and significant effect on Employees Commitment with an original sample value of 0.370 and ap value of 0.003. HR quality has a positive and significant effect on employee commitment through job satisfaction with an original sample value of 0.139 and ap value of 0.006. Work Motivation has a positive and insignificant effect on Employee Commitment through Job Satisfaction with an original sample value of 0.134 and ap value of 0.055.

**Keywords:** HR Quality, Work Motivation, Job Satisfaction, Employee Commitment

### INTRODUCTION

Human resource management needs to be considered by the leaders of an organization or company in providing maximum service and satisfaction to the community, for that it requires skilled and reliable human resources. One way to have skilled and reliable human resources is to try a way to improve employee performance effectively and efficiently, so that the company or organization can achieve the planned target. Improving the quality of human resources (HR) is an absolute requirement for development purposes. Work motivation is the basis for an organization to develop both government agencies and private agencies because of the desire to realize goals and efforts that are carried out together, systematically, and planned. Work motivation includes efforts to encourage or provide enthusiasm to employees in working. Employee work motivation can come from within a person which is often known as internal motivation and external motivation that arises because of external influences to encourage someone to do something according to the expected goals. Employee commitment is one of the keys that helps determine the success or failure of an organization to achieve its goals. Employees who are committed to the organization usually show a work attitude that is attentive to their duties, they are very responsible for carrying out tasks and are very loyal to the company. Commitment contains beliefs, bonds, which will generate energy to do their best. High job satisfaction is expected to make employees more loyal to the organization, more motivated to work, feel happy at work, and in turn will increase productivity. Dissatisfied employees tend to avoid tasks and responsibilities, which will interfere with the process of achieving organizational goals. Dissatisfied employees often avoid work and are more likely to resign. Satisfied employees have better health, longer life spans, and job satisfaction will be carried out of the organization. Job satisfaction is an important target in management. An employee will

provide service with all his heart to the organization depending on what the employee feels about the job, coworkers, and supervisors. Employee feelings and satisfaction influence the development of routine interaction patterns. Bank Indonesia is the central bank of the Republic of Indonesia. Where it is an independent state institution, free from interference from the Government and/or other parties, except for matters expressly regulated in law. External parties are not permitted to interfere in the implementation of Bank Indonesia's duties, and Bank Indonesia is also obliged to reject or ignore any intervention from any party whatsoever. This special status and position are needed so that Bank Indonesia can carry out its role and function as a monetary authority more effectively and efficiently.

### **Formulation of the problem**

1. Does HR Quality have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Work Motivation have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province?
3. Does HR Quality have a positive and significant effect on Employee Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Work Motivation have a positive and significant effect on Employee Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Job Satisfaction have a positive and significant effect on Employee Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does HR Quality have a positive and significant effect on Employee Commitment through Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Work Motivation Have a Positive and Significant Influence on Employee Commitment Through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province?

### **Research purposes**

1. To determine and analyze the influence of HR Quality on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.
2. To determine and analyze the influence of Work Motivation on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of HR Quality on Employee Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
4. To determine and analyze the influence of Work Motivation on Employee Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
5. To determine and analyze the influence of Job Satisfaction on Employee Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
6. To determine and analyze the influence of HR Quality on Employee Commitment through Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.
7. To determine and analyze the influence of Work Motivation on Employee Commitment through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.

## **LITERATURE REVIEW**

### **Employee Commitment**

#### **Understanding Employee Commitment**

According to Wibawa et al. (2019), organizational commitment is seen as a value orientation towards an organization that shows individual thinking and prioritizes work and the organization. According to Darmawanti et al. (2017), employee commitment is a form of identification, loyalty and involvement expressed by employees towards the organization.

#### **Employee Commitment Indicators**

According to Wibawa et al. (2019), the indicators of organizational commitment are as follows:

1. Affective commitment: relates to the employee's emotional relationship to the organization.
2. Continuance commitment: relates to employee awareness of the losses if they leave the organization.
3. Normative commitment: describes feelings of attachment to remaining in the organization.

### **Quality of Human Resources**

#### **Understanding Human Resource Quality**

According to Wirawan (2015), the quality of human resources as an integration of physical abilities (physical health), and non-physical abilities (work professionalism, thinking ability, mental balance, and other skills), with the physical and physical abilities possessed, then as an individual will be able to bring out potential, innovate, and work professionally. According to Hutapea and Thoha (2018) the quality of human resources is a person's knowledge, skills, and abilities that can be used to produce professional services.

#### **Human Resources Quality Indicators**

According to Hutapea and Thoha (2018), the indicators for human resource quality are as follows:

- a. Understanding the Field Employees have an understanding of what their job description is, both in carrying out the work and their job responsibilities.
- b. Knowledge Employees have knowledge about the work to be done, based on experience or training results.
- c. Abilities Employees must have skills appropriate to their field of work, so that the work can be carried out optimally.
- d. Employee Work Spirit always shows work spirit, by trying to complete work targets, and being disciplined in working.
- e. Planning or Organizing Skills Employees must have management skills in working, so that they can work effectively and efficiently.

### **Work motivation**

#### **Understanding Work Motivation**

According to Sedarmayanti (2017), work motivation is something that creates a drive/work enthusiasm/driver of work enthusiasm. According to Sutrisno (2017), motivation is a factor that drives someone to carry out a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior.

### Work Motivation Indicators

According to Maslow in Sutrisno (2017), work motivation indicators consist of:

1. **Physiological Needs (Physiological-need)** Physiological needs are the most basic needs and basic human needs for survival, which include clothing, food, shelter and individual welfare.
2. **Safety Needs** Safety needs are needs that are not only interpreted in terms of physical security but also psychological security and fair treatment at work.
3. **Social Needs** If the need for security has been satisfied, then the third need arises, namely social needs. As social beings, humans cannot fulfill their own needs to interact with others.
4. **Esteem-need** Esteem-need includes the need for self-respect, the need to be respected and appreciated by others, recognition of one's abilities and skills and one's work effectiveness.
5. **Self-actualization needs** Self-actualization needs are needs related to the process of developing one's true potential to demonstrate one's abilities, skills and potential.

### Job satisfaction

#### Understanding Job Satisfaction

According to Wibowo (2016), job satisfaction is everyone who works wants to be happy with their workplace. Job satisfaction will affect the productivity that is actually expected by a manager. According to Badriyah (2015) job satisfaction is one of the very important factors to get optimal work results, when someone feels satisfaction in working, then he will try his best with all the abilities he has to complete his responsibilities.

#### Job Satisfaction Indicators

According to Badriyah (2015), job satisfaction indicators are:

1. **Employees who can fulfill their duties and responsibilities will be compensated with a salary that is in accordance with their performance.**
2. **Promotion** This aspect measures the extent to which it relates to employee satisfaction, promotion policies, and promotion opportunities. Promotion policies must be implemented fairly. This means that all employees who do their jobs well have equal opportunities for development.
3. **Supervision** This aspect measures individual satisfaction with their superiors. Employees prefer to work with leaders who are supportive, understanding, warm, and kind. Not with leaders who are indifferent, rude, and unfocused.
4. **Benefit** This aspect measures the extent to which an individual is satisfied with the additional benefits received by the company. Provided additional employee costs fairly and reasonably.
5. **Contingents Rewards** This aspect measures how satisfied people are with performance rewards. Everyone wants employees' efforts and dedication to the development of the company to be compensated and receive an appropriate amount of money.
6. **Operating Procedures** Aspects that determine satisfaction with procedures and rules in the workplace. Matters related to procedures and rules in the workplace affect an individual's job satisfaction, for example bureaucracy and workload.
7. **Co-workers** This aspect measures satisfaction with relationships with work colleagues. For example, a colleague who maintains a pleasant relationship with co-workers. Harmonious and complementary work.
8. **Nature of work** Aspects of measuring job satisfaction on issues related to the work itself.

9. Communication Communication work that takes place within the company. Thanks to smooth communication within the company, employees will become more aware of their duties, responsibilities, and everything that happens in the company.

### Conceptual Framework

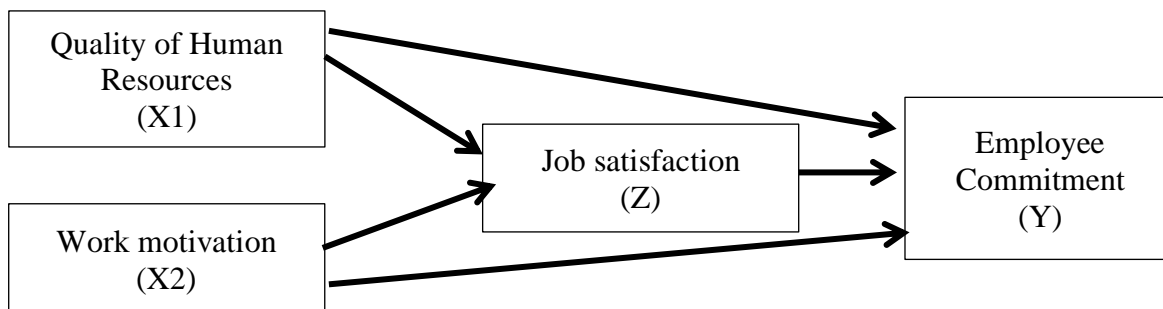


Figure 1: Conceptual Framework

### Hypothesis

- H1 The quality of human resources has a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
- H2 Work Motivation has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.
- H3 The quality of human resources has a positive and significant effect on Employee Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
- H4 Work Motivation has a positive and significant effect on Employee Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
- H5 Job Satisfaction has a positive and significant effect on Employee Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
- H6 The quality of human resources has a positive and significant effect on Employee Commitment through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
- H7 Work Motivation has a positive and significant effect on Employee Commitment through Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.

## METHOD

### Types of research

Quantitative research is a type of research that uses data in the form of numbers and statistics to measure the variables being studied. According to Sugiyono (2019) quantitative research is defined as a research method based on the philosophy of positivism, used to research a particular population or sample, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing the established hypothesis.

### Research Location and Research Time

This research was conducted at the Representative Office of Bank Indonesia, North Sumatra Province, Jalan Balai Kota No. 4 Medan. The time of this research was September to October 2024.

## **Population**

This study used a population of 70 employees of the Bank Indonesia Representative Office of North Sumatra Province. According to Sugiyono (2019), population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn.

## **Sample**

The sample used by the researcher was all the population in the Bank Indonesia Representative Office of North Sumatra Province, which was 70 employees. This study used a saturated sample technique, namely calculating all populations without exception. According to Sugiyono (2019), a sample is part of the number and characteristics of the population.

## **Research Data Sources**

This study uses primary data sources as the source of its research data. According to Sugiyono (2019) primary data is a data source that directly provides data to data collectors.

## **Data collection**

Researchers collect data by providing and distributing questionnaires that have been created to obtain research results later. According to Sugiyono (2019), a questionnaire is a data collection technique carried out by giving respondents a set of written questions or statements to answer.

## **Structural Equation Model**

Data analysis is the process of simplifying data into a form that is easier to read and implement. The analysis technique chosen to analyze data and test hypotheses in this study is Smart Partial Least Square (PLS) 3.0. According to Ghozali (2014) the calculation was carried out using the Smart Partial Least Square (PLS) tool, because it is in the form of multi-paths and the model used is in the form of Reflective. The calculation model was carried out using the Smart PLS tool because in this study there was a multi-path relationship and was in the form of formative and reflective. In addition, because the sampling was less than 100 respondents. The formative model is a model that shows the direction of the relationship from the indicator to the latent variable.

## **Outer Model or Measurement Model Assessment Analysis**

PLS-SEM assessment of the outer model allows researchers to evaluate the reliability and validity of a construct's measurements (Hair, Hult, Ringle, & Sarstedt, 2017). Outer model analysis is carried out to ensure that the measurements used are suitable for measurement (valid and reliable). In other words, the outer model is a measurement model to assess the validity and reliability of a construct. There are three criteria for conducting outer model assessment analysis, namely Convergent Validity, Discriminant Validity, and Composite Reliability.

- a. Convergent validity is used to measure the magnitude of the correlation between latent variables and indicator variables in the reflective measurement model. A high value on the construct indicates that the indicator has many similarities captured by the construct. The value of the outer loading is usually called indicator reliability. The results of the outer loading on all indicators must be statistically significant. Because significant outer loading can still be said to be quite weak, the general rule and standardization of outer



- loading must be 0.708 or more. As a note, the number 0.70 is considered close to 0.708 and is acceptable (Hair, Hult, Ringle, & Sarstedt, 2017).
- b. Discriminant validity can be seen in the cross-loading between the indicator and its latent variable. If the correlation of the latent variable with the indicator is greater than the size of other latent variables, then it indicates that the latent construct predicts the size of their block better than the size of other blocks (Cahyaningrum, Hoyyi, & Mukid, 2015). An indicator can be said to be valid if it has the highest loading factor on the intended construct compared to the loading factor to other constructs. Discriminant validity evaluation is carried out in two stages, namely looking at the cross-loading value and comparing the squared correlation value between the construct and the AVE value or the correlation of the construct with the root of the AVE. Each construct indicator in the cross-loading measurement must correlate higher with its construct compared to other constructs.
  - c. Composite reliability is used to measure the consistency of the indicator block (Cahyaningrum, Hoyyi, & Mukid, 2015). Reliability testing is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. To measure the reliability of a construct with an indicator can be done in two ways, namely with Cronbach's alpha with a value of more than 0.70 and composite reliability with a value of more than 0.70 or often called Dillon-Goldsten's.

### Inner Model or Structural Model Assessment Analysis

Structural Model or also called inner model is evaluated by looking at the relationship between latent constructs in the model and looking at the R-Square value. Assessing the inner model can be done by looking at the hypothesized relationship between latent constructs in the research model. Evaluation of the inner model can be seen from several indicators including the Determination Coefficient (R<sup>2</sup>), Predictive Relevance (Q<sup>2</sup>), and Goodness of Fit Index (GoF). The results of this evaluation are to ensure that the structural model built is robust and accurate.

- a. Determination Coefficient (R-Square) R<sup>2</sup> is used to see how much the independent variable is able to explain the dependent variable. The greater the R<sup>2</sup> value, the greater the influence of a particular exogenous latent variable on the endogenous variable. (Ulum, Tirta, & Anggraeni, 2014). Evaluation of the inner model is seen from the percentage of variance from the R<sup>2</sup> value for the dependent latent construct using the Stone-Geisser Q squares test measure, R<sup>2</sup> of 0.75 (strong), 0.5 (moderate), 0.25 (weak) and also by looking at the magnitude of the structural path coefficient.
- b. Predictive Relevance (Q-Square) Q<sup>2</sup> is used to determine the extent of the ability of endogenous variables to explain the diversity of exogenous variables. Q<sup>2</sup> is used to measure how well the observation value is generated by the model and also its parameter estimates. A Q-Square value greater than 0 (zero) indicates that the model has a predictive relevance value, while a Q-Square value less than 0 (zero) indicates that the model has less predictive relevance. By using Q-squares predictive relevance for structural models, it can measure how well the observation value is generated by the model and also its parameter estimates. The Q-square value must be more than 0 (zero) which indicates that the model has good predictive relevance.
- c. Goodness of Fit (GoF) is used to validate the overall model. The GoF index is a single measure used to validate the combined performance of the measurement model (outer model) and the structural model (inner model). The GoF value is obtained from the average communalities index multiplied by the average R<sup>2</sup> of the model. The GoF value

ranges from 0 to 1, the interpretation of this value is 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF). In general, the explanatory research method is a method approach that uses PLS. This is because this method has a hypothesis test. So after analyzing the outer and inner models, the next step is hypothesis testing. Hypothesis testing can be seen from the t-statistic value and probability value (Hussein, 2015).

## RESULTS AND DISCUSSION

### Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

#### *Convergent Validity*

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between item/indicator scores and construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage research, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that there are indicators that have loadings below 0.60 and are not significant.

**Table 1. Outer Loadings stage 1**

	Job Satisfaction (Z)	Employee Commitment (Y)	Human Resources Quality (X1)	Work Motivation (X2)
X1.1			0.833	
X1.2			0.824	
X1.3			0.783	
X1.4			0.769	
X1.5			0.872	
X2.1				0.895
X2.2				0.843
X2.3				0.877
X2.4				0.831
X2.5				0.900
Y.1		0.850		
Y.2		0.821		
Y.3		0.896		
Z.1	0.795			
Z.2	0.763			
Z.3	0.659			
Z.4	0.817			
Z.5	0.773			
Z.6	0.862			
Z.7	0.846			
Z.8	0.784			



<b>Z.9</b>	<b>0.866</b>			
------------	--------------	--	--	--

Source: Smart PLS 3.3.3

In the diagram and table above, indicator Z.3 has a loading factor  $<0.7$ , meaning that the indicator is an invalid indicator for measuring the construct and must be deleted and will be recalculated without indicator Z.3. To find out whether deleting indicator Z.3 will make the data valid, the calculation stage 2 will be carried out as follows:

**Table 2. Outer Loadings stage 2**

	<b>Job Satisfaction (Z)</b>	<b>Employee Commitment (Y)</b>	<b>Human Resources Quality (X1)</b>	<b>Work Motivation (X2)</b>
<b>X1.1</b>			<b>0.833</b>	
<b>X1.2</b>			<b>0.824</b>	
<b>X1.3</b>			<b>0.783</b>	
<b>X1.4</b>			<b>0.769</b>	
<b>X1.5</b>			<b>0.871</b>	
<b>X2.1</b>				<b>0.896</b>
<b>X2.2</b>				<b>0.843</b>
<b>X2.3</b>				<b>0.877</b>
<b>X2.4</b>				<b>0.830</b>
<b>X2.5</b>				<b>0.901</b>
<b>Y.1</b>		<b>0.850</b>		
<b>Y.2</b>		<b>0.820</b>		
<b>Y.3</b>		<b>0.896</b>		
<b>Z.1</b>	<b>0.798</b>			
<b>Z.2</b>	<b>0.745</b>			
<b>Z.4</b>	<b>0.811</b>			
<b>Z.5</b>	<b>0.788</b>			
<b>Z.6</b>	<b>0.868</b>			
<b>Z.7</b>	<b>0.856</b>			
<b>Z.8</b>	<b>0.800</b>			
<b>Z.9</b>	<b>0.871</b>			

Source: Smart PLS 3.3.3

Table 2 above shows that the assessment of stage 2 shows the results of loading factor  $> 0.07$ , meaning that all indicators are valid after indicator Z.3 is deleted because it is invalid so that the number of indicators is now 21 indicators after the loading factor is valid, then further research can be carried out. meaning that all indicators are valid indicators to measure the construct.

The structural model in this study is shown in the following figure:

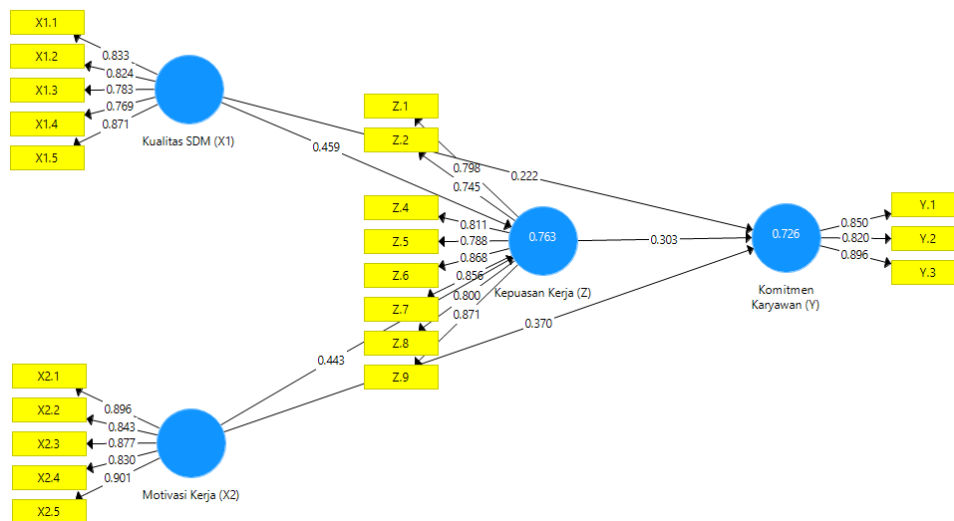


Figure 2. Outer Model

The regression equation of this study is as follows:

substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.459X_1 + 0.443X_2 + e_1$$

For substructure 2

$$Y = b_2X_1 + b_3X_2 + b_4Z + e_2$$

$$Y = 0.222 X_1 + 0.370X_2 + 0.303 Z + e_2$$

### Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on its variable is the largest compared to other variables. The following are the cross loading values of each indicator:

Table 3. Discriminant Validity

	Job Satisfaction (Z)	Employee Commitment (Y)	Human Resources Quality (X1)	Work Motivation (X2)
X1.1	0.670	0.652	<b>0.833</b>	0.712
X1.2	0.785	0.789	<b>0.824</b>	0.824
X1.3	0.699	0.547	<b>0.783</b>	0.710
X1.4	0.556	0.625	<b>0.769</b>	0.650
X1.5	0.724	0.641	<b>0.871</b>	0.669
X2.1	0.785	0.695	0.867	<b>0.896</b>
X2.2	0.655	0.598	0.725	<b>0.843</b>
X2.3	0.743	0.761	0.728	<b>0.877</b>
X2.4	0.690	0.746	0.695	<b>0.830</b>
X2.5	0.791	0.754	0.798	<b>0.901</b>
Y.1	0.753	<b>0.850</b>	0.669	0.745
Y.2	0.554	<b>0.820</b>	0.603	0.578

Y.3	0.734	<b>0.896</b>	0.777	0.762
Z.1	<b>0.798</b>	0.606	0.607	0.665
Z.2	<b>0.745</b>	0.595	0.667	0.689
Z.4	<b>0.811</b>	0.759	0.711	0.651
Z.5	<b>0.788</b>	0.664	0.682	0.693
Z.6	<b>0.868</b>	0.669	0.783	0.801
Z.7	<b>0.856</b>	0.704	0.686	0.633
Z.8	<b>0.800</b>	0.613	0.633	0.640
Z.9	<b>0.871</b>	0.636	0.755	0.750

Source: Smart PLS 3.3.3

In table 3 above, the indicators in the research variables have a greater cross loading value compared to the cross loading value in other variables. The cross loading value for the Job Satisfaction variable is greater than other variables, the cross loading value for the Employee Commitment variable is greater than other variables, the cross loading value for the HR Quality variable is greater than other latent variables, and the cross loading value for the Work Motivation variable is greater than other latent variables, meaning that the cross loading value is valid in a discriminatory manner.

### Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable which is measured by looking at the cronbachs alpha value of the indicator block that measures the construct. A construct is declared reliable if the cronbachs alpha value is above 0.7. The following describes the results of the construct for each variable, namely Organizational Commitment, HR Quality and Work Motivation and Performance with each variable and indicator. The following is a table of loading values for the research variable constructs produced from running the Smart PLS program in the following table:

**Table 4. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Z)	<b>0.929</b>	<b>0.942</b>	<b>0.669</b>
Employee Commitment (Y)	<b>0.818</b>	<b>0.891</b>	<b>0.733</b>
Human Resources Quality (X1)	<b>0.875</b>	<b>0.909</b>	<b>0.667</b>
Work Motivation (X2)	<b>0.919</b>	<b>0.939</b>	<b>0.756</b>

Source: Smart PLS 3.3.3

Based on table 4 above, it shows that the Average Variance Extracted (AVE) of each variable, namely Human Resource Quality, Work Motivation and Organizational Commitment has a construct > 0.50, meaning all constructs are reliable. Thus, it can be stated that each variable has high discriminant validity.

Meanwhile, it can be seen in the table above that the composite reliability value of each variable shows a construct value of  $> 0.60$ . This result shows that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability.

Furthermore, in the table above, the Cronbach's alpha of each variable shows a construct value of  $> 0.70$ . Thus, these results indicate that each research variable has met the requirements for the Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So it can be concluded that the indicators used in this study have high discriminant validity in compiling their respective variables.

### Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, namely:

### Coefficient of Determination ( $R^2$ )

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

**Table 5. R Square Results**

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.763	0.756
Employee Commitment (Y)	0.726	0.713

Source: Smart PLS 3.3.3

In table 5 there is an R square value of the job satisfaction variable of 0.763, meaning that the influence of HR quality and work motivation on job satisfaction is 0.763 if it is percentaged at 76.3% the rest is on other variables. The R square value of the employee commitment variable is 0.726, meaning that the influence of HR quality and work motivation, job satisfaction on employee commitment is 0.763 or 76.3% the rest is on other variables.

### Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is  $> 1.96$  and P-Values  $< 0.05$ . The following are the results of the Path Coefficients of direct influence:

**Table 6. Path Coefficients (Direct Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Job Satisfaction (Z) -> Employee Commitment (Y)	0.303	2,653	0.004	Accepted
Human Resources Quality (X1) -> Job Satisfaction (Z)	0.459	3,305	0.001	Accepted

Human Resources Quality (X1) -> Employee Commitment (Y)	0.222	1,631	0.052	Rejected
Work Motivation (X2) -> Job Satisfaction (Z)	0.443	2,861	0.002	Accepted
Work Motivation (X2) -> Employee Commitment (Y)	0.370	2,749	0.003	Accepted

Source: Smart PLS 3.3.3

The results of the hypothesis in table 6 show a direct influence which will be explained as follows:

1. Job Satisfaction has a positive and significant effect on Employee Commitment with an original sample value of 0.303 and p values of 0.004. If job satisfaction increases well, employee commitment will increase well, and vice versa, if it decreases, employee commitment will decrease.
2. The quality of human resources has a positive and significant effect on job satisfaction with an original sample value of 0.459 and p values of 0.001, meaning that if the quality of human resources increases, job satisfaction increases, conversely, if it decreases, job satisfaction decreases.
3. The quality of human resources has a positive and insignificant effect on employee commitment with an original sample value of 0.222 and p values of 0.052, the quality of human resources has little effect on employee commitment and some employees consider the quality of human resources to have a significant effect and as employees it has little effect.
4. Work motivation has a positive and significant effect on job satisfaction with an original sample value of 0.443 and p values of 0.002. If motivation increases well, job satisfaction will increase, conversely, if it decreases, job satisfaction will decrease.
5. Work motivation has a positive and significant effect on employee commitment with an original sample value of 0.370 and p values of 0.003. If work motivation increases well, employee commitment will also increase, conversely, if it decreases, employee commitment will also decrease.

**Table 7. Path Coefficients (Indirect Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Human Resources Quality (X1) -> Job Satisfaction (Z) -> Employee Commitment (Y)	0.139	2,524	0.006	Accepted
Work Motivation (X2) -> Job Satisfaction (Z) -> Employee Commitment (Y)	0.134	1,597	0.055	Rejected

Source: Smart PLS 3.3.3

In table 7 there are indirect influences which will be explained by the researcher as follows:

1. The quality of human resources has a positive and significant effect on Employee Commitment through Job Satisfaction with an original sample value of 0.139 and p values of 0.006, meaning that job satisfaction is an intervening variable because it is able to significantly influence the quality of human resources and employee commitment so

that it can be concluded that job satisfaction can improve the quality of human resources and employee commitment.

2. Work Motivation has a positive and insignificant effect on Employee Commitment through Job Satisfaction with an original sample value of 0.134 and p values of 0.055, meaning that job satisfaction is not an intervening variable because it is unable to influence it significantly.

## **CLOSING**

### **Conclusion**

1. Job Satisfaction has a positive and significant effect on Employee Commitment with an original sample value of 0.303 and p values of 0.004.
2. HR quality has a positive and significant effect on Job Satisfaction with an original sample value of 0.459 and p values of 0.001.
3. HR quality has a positive and insignificant effect on Employee Commitment with an original sample value of 0.222 and p values of 0.052.
4. Work Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.443 and p values of 0.002.
5. Work Motivation has a positive and significant effect on Employee Commitment with an original sample value of 0.370 and p values of 0.003.
6. HR quality has a positive and significant effect on Employee Commitment through Job Satisfaction with an original sample value of 0.139 and p values of 0.006.
7. Work Motivation has a positive and insignificant effect on Employee Commitment through Job Satisfaction with an original sample value of 0.134 and p values of 0.055.

### **Suggestion**

1. Organizations must improve the quality of human resources in the organization or seek employees who have high quality human resources.
2. To increase employee job satisfaction, the organization must provide facilities to the organization for work needs and organizational achievements.
3. Employee commitment is built well and wisely by the organization to develop employee performance.
4. Work motivation must be carried out every month to increase employee confidence and improve employee performance.
5. This research is expected to be a reference material for further research with new research and new titles.
6. It is hoped that this research can be developed by further research with other research models and techniques.

## **REFERENCES**

- Badriyah, M. (2015). *Manajemen Sumber Daya Manusia*, Cetakan 1. Bandung : CV Pustaka Setia.
- Cahyaningrum, E., Hoyyi, A., & Mukid, M. A. (2015). *ANALISA FAKTORFAKTOR YANG MEMPENGARUHI KINERJA PERUSAHAAN MENGGUNAKAN PLS PT. Telkom Indonesia Divisi Regional Jawa Tengah- DIY dan Wilayah Telekomunikasi Semarang*.



- Darmawati, Arum, Lina Nur Hayati, Dyna Herlina S. 2017, Pengaruh Kepuasan Kerja dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior, *Jurnal Ekonomia*, Vol 9, No 1, 2017: 10-17
- Ghozali, Imam. 2014. *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*. Edisi 4. Semarang : Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., dan Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (Ed. 2). United States of America: SAGE Publications, Inc.
- Hutapea dan Nurianna Thoha, 2018. *Kompetensi Plus*. Jakarta: PT Gramedia Pustaka Utama.
- Hussein, A.S. 2015. *Penelitian Bisnis dan Manajemen Menggunakan Partial Least Square (PLS) dengan smartPLS 3.0*. Fakultas Ekonomi dan Bisnis Universitas Brawijaya.
- Sedarmayanti. 2017. *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. PT Refika Aditama. Bandung.
- Sutrisno, E. 2017. *Manajemen Sumber Daya Manusia*. Kencana, Jakarta.
- Sugiyono. (2019). *Metodelogi Penelitian Kuantitatif dan Kualitatif Dan R&D*. Bandung: ALFABETA.
- Ulum, M., Tirta, I. M., dan Anggraeni, D. (2014). Analisis structural equation modeling (sem) untuk sampel kecil dengan pendekatan partial least square (pls). Tersedia secara online di: <http://download.portalgaruda.org/article.php>.
- Wirawan, 2015. *Evaluasi Kinerja Sumber Daya Manusia (Teori, Aplikasi, dan Penelitian)*. Jakarta: Salemba Empat.
- Wibowo, 2016. *Manajemen Kinerja*, Edisi Kelima, PT.Rajagrafindo Persada Jakarta-14240.
- Wibawa dkk., 2019, Pengaruh Budaya Organisasi, Motivasi Kerja, dan Komitmen Organisasi Terhadap Kepuasan Kerja dan Kinerja Karyawan PT Arta Boga Cemerlang Pekanbaru, *Jurnal Akuntansi, Kewirausahaan dan Bisnis* Vol. 4 No. 1. hal 59-70.