

## Relationship between Job Satisfaction with Employee Commitment at PT. Barumun Agro Sentosa

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### Abstract

*This study aims to see the relationship between job satisfaction and employee commitment at PT. Barumun Agro Sentosa. The subjects in this study were employees aged 30-40 years with a length of work 4 to 10 years totaling 44 employees. The sampling technique used was purposive sampling technique. Data were collected using two scales, namely the scale of job satisfaction and the scale of employee commitment. Data analysis uses the product moment correlation technique ( $r_{xy}$ ) which is 0.424 with  $P = 0.000 < 0.05$ , meaning that there is a positive and significant relationship between job satisfaction and employee commitment, which shows that the higher the employee's job satisfaction, the higher the employee's commitment. On the other hand, the lower the job satisfaction, the lower the employee commitment. Employee job satisfaction in this study is high because (empirical mean = 108.53.> hypothetical mean = 90 where the difference exceeds  $SD = 2.050$ ). And employee commitment is also high, because (empirical mean = 102.28.> hypothetical mean = 92.5 where the difference exceeds  $SD = 3.110$ ). The coefficient of determination from the correlation is  $R^2 = 0.331$ . Job satisfaction contributes to employee commitment by 33.1%. The results of this study are in accordance with the hypothesis with the results of research in the field.*

### Keywords

job satisfaction;  
employee commitment;  
PT. Barumun Agro  
Sentosa



## I. Introduction

Job satisfaction is a sense of satisfaction obtained by employees from their work achievements that are valued by the company. According to Robbins and Judge (2008) define job satisfaction as a positive feeling about one's work which is the result of an evaluation of its characteristics. While Martoyo (2007) describes job satisfaction as an emotional state of employees where there is or does not occur a meeting point between the value of employee remuneration from the company/organization with the level of remuneration value that is desired by the employee concerned.

Job satisfaction is closely related to the situation and condition of the company. If in a company or industry in accordance with employee expectations, it will create an atmosphere that can please employees, so employees will feel satisfied to work for the company. Besides, the individual's experience at work will color his attitude outside the work environment and bring happiness in general. Employees who can meet the demands of the work environment are called satisfying people which can be reflected in their performance, and vice versa, people whose demands are met by the work environment are called people who are satisfied with their work (Zaenal, 2003).

Job satisfaction is also related to the general attitude towards a person's work, the difference between the amount of reward a worker receives and the amount they believe they should receive. The belief that satisfied employees are more productive than unsatisfied employees is a basic tenet among leaders. (Rafida et al, 2020)

Job satisfaction is related to variables such as turnover and turnover, absenteeism, age, level of work, and company organization size. (Mangkunegara, 2011). 1) Higher job satisfaction is associated with lower employee turnover. Meanwhile, employees who are less satisfied usually have a higher turnover. 2). Level of Absenteeism Employees who are dissatisfied tend to have a high absence rate. They often do not attend work for illogical and subjective reasons. 3). Age, there is a tendency for older employees to be more satisfied than employees who are relatively young satisfied. 4). Job Level, employees occupying higher levels of work tend to be more satisfied than employees who occupy lower level of work. Employees with higher levels of work show better work skills and are active in expressing ideas and are creative at work. 5). The size of the company organization, the size of the company organization can have employee satisfaction. This is because the size of the company is also related to coordination, communication, and employee participation. (Syardiansyah, et al. 2020)

In the work environment, employees experience injustice or gaps given by company policies such as closed promotion opportunities, delays in remuneration, lack of incentives and benefits provided and the absence of pleasant leadership characters will lead to decreased employee performance. This happens because employees feel unappreciated at work. So that is why many employees are resigning or there is no commitment to work seriously.

Therefore, the commitment of employees to performance or the company must be maximized because employee commitment to performance is the key to improving the quality of work and achieving company goals. High commitment to employees, the company expects that employees can be more loyal to their performance, employees know to keep secrets, employees will work as well as possible for the benefit of the company and are always highly motivated and willing to sacrifice for the company and have the spirit to move forward together

Basically a person's commitment to the company that he follows, in this case is the commitment of employees of PT. However, it will be largely determined by the high level of job satisfaction of each employee or employee, and vice versa, a high level of employee job satisfaction will have a positive effect on the work commitment of these employees. Therefore, to increase the work commitment of employees and the attitude of the employees themselves, where work commitment needs to be considered considering that job satisfaction is not an inanimate object, but will be able to change according to the activities carried out in the company concerned.

## **II. Review of Literature**

### **2.1 Employees**

According to Law Number 14 of 1969 concerning Basic Provisions Regarding Manpower in article 1, manpower is anyone who is able to do work both inside and outside the employment relationship in order to produce services or goods to meet the needs of the community. Similarly, based on the provisions of Article 1 Number 2 of Law no. 13 of 2003, labor is everyone who is able to do work to produce goods and or services, both to meet their own needs and for the community (Wijayanti, 2010: 01).

Company activities cannot run without the participation of employees. One of the things that employees must do in carrying out their work is communication. Company employees are responsible for explaining the company's actions to audiences who have an interest in the organization or company. Employees who have duties related to the public must pay attention and become a channel for back and forth between the organization and the audience, because interested audiences will always be interested in what the company does. Audiences can be divided into internal audiences, namely those who are involved in the internal work of the organization, namely the employees themselves and their families and external audiences, namely audiences outside the organization, such as the surrounding community, consumers, environmentalists and investors. Currently, every message that is conveyed cannot be delivered equally to everyone. Every organization has a particular audience. It is to this limited audience that the company's employees must always establish communication both internally and externally.

Based on the explanation above, employees are human resources who carry out company duties regulated by law and work according to the fields determined by the company.

## **2.2 Job Satisfaction**

Robbins and Judge (2008) define job satisfaction as a positive feeling about one's work which is the result of an evaluation of its characteristics. Martoyo (2007) explained that job satisfaction is an employee's emotional state in which a meeting point occurs or does not occur between the value of employee remuneration from the company/organization and the level of remuneration value that is desired by the employee concerned.

According to Kreitner and Kinicki (2001) job satisfaction is an effectiveness or emotional response to various aspects of work. Davis and Newstrom (1985) describe job satisfaction as a set of employees' feelings about whether or not their work is enjoyable. According to Robbins (2003). Job satisfaction is a general attitude towards a person's job that indicates the difference between the number of awards workers receive and the amount they believe they should receive.

Davis (1985) and Fathoni (2006) define job satisfaction as the emotional attitude of employees both when employees feel happy and not happy with their work. This attitude is reflected by work morale, discipline and work performance. So in this case it describes the amount of conformity between a person's expectations for work and the rewards he gets. In addition, Davis also provides an understanding that job satisfaction also provides life satisfaction. Job satisfaction is part of life so that job satisfaction affects life satisfaction.

Howel and Dipboye (in Novianty, 2011) define job satisfaction as the overall result of the degree to which employees like or dislike various aspects of their work. In other words, satisfaction reflects the attitude of the workforce towards their work.

## **2.3 The Relationship between Job Satisfactions with Employee Commitment**

Every organization or company needs employees in achieving goals and benefits in the competitive world of the industry. Not infrequently companies provide qualification requirements in the recruitment process to get employees who have a high commitment to the company. The number of employee turnover phenomena causes the company to lose money because they have to re-recruit with a large budget.

The emergence of high commitment in employees to the company and their work is determined by aspects that support employee commitment. Aspects of employee commitment include affective commitment, continuity commitment, and normative

commitment. If the employee has an emotional attachment, responsibility, and loyalty to the company, it can be said that the employee has commitment. Commitment itself will arise starting from a long process felt by employees during work. Bashaw and Grant (in Armstrong, 1994) explain that employee commitment to the organization is a continuous process and is an individual experience when joining an organization. These experiences provide lessons for employees in determining attitudes towards the company.

Every Individual has their own expectations at work. The fulfillment of the necessities of life is the main reason. This expectation is the fulfillment of welfare as an employee. If these expectations are met, a commitment to employees will emerge. The fulfillment of these expectations will create job satisfaction. Stum in Sopiah, (2008) states that one of the factors that influence employee commitment is job satisfaction. This happens because of the experiences in work that are liked by employees. In working, employees also feel appreciated by the company which will inspire enthusiasm and make employees committed to continue to help the company with their competencies.

According to Herzberg (in Muhaimin, 2004) the behavioral characteristics of employees feel satisfaction with the company and their work is that employees have high motivation in employees and are happier when given assignments. While the characteristics of employees who are not satisfied are employees who are lazy at work which will lead to turnover. Job satisfaction and employee commitment have a significant relationship. Proven from research on the influence of organizational culture and job satisfaction with organizational commitment. Where, by organizational culture collaboration and job satisfaction significantly affect employee commitment (Novianty, 2011).

### III. Research Methods

One important element in a scientific research is the existence of a certain method used to solve the problems encountered so that the results obtained can be justified. On the basis of this, this chapter will describe: (A) Types of Research, (B) Identification of Research Variables (C) Operational Definitions of Research Variables, (D) Population and Sampling Techniques, (E) Data Collection Methods, ( F) Validity and Reliability of Measuring Instruments (G) Data Analysis Methods.

Identification of research variables is used to test the research hypothesis. In this study, the variables used are:

1. Variablefree : job satisfaction
2. Variablebound: commitment employee

According to Sugiyono (2007), the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions. The population of this research is PT. Barumon Agro Sentosa 40 people

Meanwhile, according to Hadi (2004), the sample is part of the population or representative of the population being studied and at least has the same characteristics and this sample will be directly subject to research. The results of the research on the sample are expected to be generalized to the entire population. The sample used in this research is PT. Barumon Agro Sentosa 40 people.

The job satisfaction scale assessment is based on a Likert scale format. The scale value of each statement is obtained from the subject's answers stating that they support (favorable) and do not support (unfavorable) to each statement in the four categories of answers, namely "Strongly Agree (SS)", "Agree (S)", "Disagree (TS)", and "Strongly

Disagree (STS)". The rating for the favorite item is a value of 4 for the answer "Strongly Agree (SS)", a value of 3 for the answer "Agree (S)", a value of 2 for the answer "Disagree (TS)", and a value of 1 for the answer "Strongly Disagree (STS)". While the assessment for the unfavorable item is a value of 1 for the answer "Strongly Agree (SS)", a value of 2 for the answer "Agree (S)", a value of 3 for the answer "Disagree (TS)", and a value of 4 for the answer "Strongly Disagree (STS)".

The assessment of the employee commitment scale is carried out based on the Likert scale format. The scale value of each statement is obtained from the subject's answers stating that they support (favorable) and do not support (unfavorable) to each statement in the four categories of answers, namely "Strongly Agree (SS)", "Agree (S)", "Disagree (TS)", and "Strongly Disagree (STS)". The rating for the favorite item is a value of 4 for the answer "Strongly Agree (SS)", a value of 3 for the answer "Agree (S)", a value of 2 for the answer "Disagree (TS)", and a value of 1 for the answer "Strongly Disagree (STS)". While the assessment for the unfavorable item is a value of 1 for the answer "Strongly Agree (SS)", a value of 2 for the answer "Agree (S)", a value of 3 for the answer "Disagree (TS)", and a value of 4 for the answer "Strongly Disagree (STS)".

Testing the validity of the measuring instrument in this case the scale is carried out based on internal validity, namely by looking at the correlation of each item with the total score of the entire item. According to Siregar (2017) the analysis method uses Pearson's Product Moment correlation. The use of this technique is to see the relationship between the variables in the study.

$$R_{xy} = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{\{N \sum X^2 - (\sum X)^2\} \{N \sum Y^2 - (\sum Y)^2\}}}$$

Information:

R <sub>xy</sub>	: Correlation coefficient between independent variables X (satisfaction work) with the dependent variable Y (employee commitment)
XY	: The number of products between the scores of the independent variable and the dependent variable
X	: Number of score variable X
Y	: Number of score variable Y
X <sup>2</sup>	: Number of quadrants scores variable X
Y <sup>2</sup>	: Number of quadrants scores variable Y
N	: Amount subject

The reliability of measuring instruments is to find and find out how far the measurement results can be trusted. Reliability can also be said to be trustworthiness, authenticity, constancy, stability, consistency, and so on. The measurement results can be trusted if in several times the measurement of the same subject group obtained relatively the same results as long as the subject being measured has not changed (Azwar, 2015). The scale that will be estimated reliability in the same amount. To determine the reliability of the measuring instrument, the Cronbach Alpha formula is used as follows:

$$= \frac{n}{n-1} \sigma^2_{1-bt}$$

Information:

r : Reliability instrument

n : Number of items questions or questions.

2b : Number of item variants

2 : Variable total

The normality test is to find out whether the distribution of research data for each variable has spread normally. This normality test uses the Kolmogorov-Smimov test technique, with the help of the SPSS for Windows computer. Kolmogorov-smimov is a test that shows the degree of correspondence between the distribution of a series of sample prices (observed scores) with a theoretical distribution. The normality rule used is if  $p > 0.05$  then the distribution is said to be normal and vice versa if  $p < 0.05$  then the distribution is declared abnormal.

### Linearity Test

The linearity test is to find out whether the peer social support variables have a linear relationship with the stress variable in completing the thesis on students. This linear test uses ANOVA with the help of the SPSS for program computer program windows. The linear test is used to determine whether or not the relationship between the independent variable and the dependent variable is linear, if  $p > 0.05$  then the distribution is declared linear and vice versa if  $p < 0.05$  then the distribution is declared non-linear (Hadi 2004).

After the normality test and linearity test have been carried out, it can test the differentiating power on the item with the product moment analysis technique where the formula is as follows:

$$r_{xy} = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{\{N \sum X^2 - (\sum X)^2\} \{N \sum Y^2 - (\sum Y)^2\}}}$$

Information:

$r_{xy}$  : Coefficient of correlation between variables free X job satisfaction dependent variable Y (employee commitment)

$\sum XY$  : The number of products between the scores of the independent variable and the dependent variable

$\sum X$  : Number of score variable X

$\sum Y$  : Number of score variable Y

$\sum X^2$  : Number of quadrants scores variable X

$\sum Y^2$  : Number of quadrants scores variable Y

N : Amount subject



## IV. Results and Discussion

The job satisfaction scale is based on the aspects of job satisfaction proposed by Paul Spector's (1994). The job satisfaction scale consists of 42 items consisting of 21 favorable statements and 21 unfavorable statements.

**Table 1.** Distribution of Job Satisfaction Scale Items before the Trial

No.	Aspect	Indicator	Item Number		
			Favorite	Unfavorable	Total
1.	Salary	Suitability salary and workload	12,15,27	8,20,37	6
2.	Promotion	Existence promotion opportunity	18,23,38	9,24,41	6
3.	Supervision	Interaction with supervisor	7,10	17,15	4
4.	Allowance	Facilities provided	1,26,34	16,21,41	6
5.	Appreciation	Award on achievement	11,31	23,4	4
6.	Procedure	Rules	14,39	29,36	4

The employee commitment scale is based on the aspects of employee commitment proposed by Meyer and Allen (1990). Each scale consists of 42 items consisting of 21 items favorable statements and 21 items unfavorable statements. An explanation of the distribution of the scale distribution can be seen in the table below.

**Table 2.** Distribution of Employee Commitment Scale Items before the Trial

No.	Aspect	Indicator	Item Number		
			Favorite	Unfavorable	Total
1.	Affective commitment	Emotional attachment to organization	9,11,22,23	4,19,26,30	8
		Spending time in the organization	12.31	8.41	4
		Feel Becomes Family big in organization	27.38	10.42	4
2.	Commitment sustainable	Feeling no comfortable when leaving organization	20,28,29	2,24,39	6
		Not interested in joining other organizations.	17,32,34	6,13,15	6
		Need salary and other benefits within the organization	25,40	3.35	4
3.	Normative commitment	Obligations morale to maintain relationships with the organization	1,7,37	14,16,18	6
		Awareness in themselves to the values that arise in the organization.	5.33	21.36	4
Total			21	21	42

**Table 3.** Distribution of Job Satisfaction Statement Items after the Trial

No.	Aspect	Indicator	Item Number				Amount
			Favorite		Unfavorable		
			Valid	Fall	Valid	Fall	
1.	Salary	Suitability salary and workload	15,19,27	-	8,20,37	-	6
2.	Promotion	Existence promotion opportunity	18.23,38	-	9.24	42	5
3.	Supervision	Interaction with supervisor	10	7	17	25	2
4.	Allowance	Facilities provided	26.34	1	16.41	21	4
5.	Appreciation	Award on achievement	11.31	-	4.28	-	4
6.	Procedure Operational	Rules in Company	14.39	-	29.36	-	4
7.	Co-workers	Cooperation.	5.35	-	13.32	-	4
8.	Nature of Work	Suitability on a job that Done.	6.30	-	3.40	-	4
9.	Communication	Internal communication Company.	2.22	-	33	12	3
Total			19	2	17	4	36

Based on table 3, it can be seen that the scale compiled according to the theoretical reference still has shortcomings. For this reason, expertise is needed in compiling measuring instruments in accordance with the rules for compiling measuring instruments. On the job satisfaction scale, the items that fail are in the aspects of promotion, supervision, benefits, and communication. On the favorable item there are 19 items that are declared valid and on the unfavorable item there are 17 items that are declared valid.

Furthermore, based on the results of testing on the employee commitment scale items, which amounted to 42 statements, there were 5 statements that were rejected and 37 statements were valid. Valid statement items have a coefficient of rbt between 0.302 and 0.675. On scale this employee commitment is as wide as the items that fall are found in three aspects, namely: Affective, commitment, continuance commitment, and normative commitment. The favorable items which were declared valid were 18 items and the unfavorable items which were declared valid were 19 items. After the items are analyzed using the ProductMoment Analysis technique, then proceed with the reliability analysis of the employee commitment scale. The following table is the distribution of employee commitment scale items after being tested.



**Table 4.** Distribution Distribution of Items of Employee Commitment Scale Statement after Trials

No.	Aspect	Indicator	Item Number				Total
			Favorite		Unfavorable		
			Valid	Fall	Valid	Fall	
1.	Affective commitment	Attachment emotional on organization	9,11,2 2.23	-	19.30, 26	4	7
		Spend time in organization	31	12	8.41	-	3
		Feel Becomes extended family in organization	27.38	-	10.42	-	4
2.	Commitment continuous	Feeling no comfortable when Leave organization	20.28, 29	-	2,24,3 9	-	6
		Not interested to follow other organizations	17.32	34	6,13,1 5	-	5
		Need salary and advantage profit other in organization	25,40	-	3.35	-	4
3.	Normative commitment	Moral obligation to maintain relationship with organization	1,7,37	-	14,16, 18	-	6
		Self-awareness to the values that arise in organization.	5	33	36	21	2
TOTAL			18	3	19	2	37

Technique testing the reliability of valid items using the CronbachAlpha formula for the job satisfaction scale was obtained at 0.858. This means that the compiled scale is said to be reliable, that is, it can be relied upon to be used at other times. The following table is the distribution of the distribution of the job satisfaction scale after being tested. Then the reliability of the employee commitment scale using the Cronbach Alpha formula. The reliability index obtained is 0.807. Thus, the employee commitment scale is declared reliable, which can be used at other times to reveal employee commitment.

**Table 5.** Calculation of Reliability

Scale	Cronbach Alpha	Information
Job satisfaction	0.858	Reliable
Organizational Commitment	0.807	Reliable

The distribution normality test was conducted to determine whether the distribution of the research data had spread normally. Normality test was performed using the One Sample Kolmogorov Smirnov Test. As a criterion, if  $P > 0.05$  then the distribution is declared normal. On the other hand, if  $P < 0.05$ , the distribution is declared abnormal (Hadi and Pamardiningsih, 2000). The following table is a summary of the results of the calculation of the distribution normality test.

**Table 6.** Summary of Distribution Normality Test Calculation Results

Variable	Average	KS	SD	Sig	Information
Job Satisfaction	108.53	0.797	2.050	0.549	Normal
Work Commitment	102.28	0.880	3,110	0.421	Normal

Information:

AVERAGE= Average Score  
 KS = Kolmogorov coefficient  
 and Smirnov  
 SD = Standard Deviation  
 Sig = Significance

#### 4.1 Linearity Test

The linearity test is intended to determine the degree of relationship between the independent variables and the dependent variable. This means that job satisfaction is related to high employee commitment and this can visually be explained by looking at linearity, namely increasing or decreasing the value of the Y axis (employee commitment) with increasing or decreasing the value of the X axis (job satisfaction).

Based on the linearity test, it can be seen whether the independent variable and the dependent variable can or cannot be analyzed by correlation. As a criterion, if P is different than 0.05, it is declared to have a linear relationship (Hadi, 2000). The results of the analysis show that the independent variable (job satisfaction) has a linear relationship to the dependent variable (work commitment).

**Table 7.** Summary of Relationship Linearity Test Calculation Results

Correlation	F is different	P is different	Information
XY	2.022	0.000	linear

Information:

X = Satisfaction Work  
 Y = Commitment Employees  
 F difference = Coefficien linearity  
 P difference = Proportion Opportunity Error

#### 4.2 Calculation of Product Moment Correlation Data Analysis

Based on the results of the analysis using the product moment correlation analysis method, it is known that there is a significant positive relationship between job satisfaction and employee commitment, where  $r = 0.424$   $P < 0.05$ . This means that the higher the job satisfaction, the higher the employee commitment and vice versa. The determinant coefficient (2) of the relationship between the independent variable (x) and the variable (y) is  $r^2 = 0.331$ . This shows that there is employee commitment is formed by job satisfaction by 33.1% while the rest is in other factors not examined in this study. The influence of

other factors, namely according to Meyer and Allen (1990), these other factors are cultural factors of openness, personal opportunities for development, organizational direction, work rewards that are appropriate to needs that are not revealed in this study.

**Table 8.** The result of the calculation of the Product Moment Correlation Determinant

Coefficient ( $r^2$ )					
Statistics	Coefficient	Determinant Coefficient	BE%	P	Note
XY	0.424	0.331	33.1%	0.000	significant

Information:

X = Satisfaction Work

Y = Commitment Employees

rx<sub>y</sub> = Coefficient of Relationship between X and Y

$r^2$  = Coefficient of Determinants X and Y

BE% = Weight of effective contribution of X and Y in percent

Sig = Significance

Calculation Results of Hypothetical Mean and Empirical Mean

### 4.3 Hypothetical Mean

Job satisfaction variable, the number of items used is 26 items formatted with a Likert scale in 4 answer choices, then the hypothetical mean is  $\{(36 \times 1) + (36 \times 4)\} : 2 = 90$  and the hypothetical mean for the employee commitment variable is  $\{(37 \times 1) + (37 \times 4)\} : 2 = 92.5$ .

### 4.4 Empirical Mean

Based on data analysis, it is known that the empirical mean of job satisfaction is with an average value of 108.53 and the average value of job satisfaction is 102.28. In an effort to determine the condition of job satisfaction and employee commitment, it is necessary to compare the empirical mean/average value with the hypothetical mean/average value by taking into account the size of the SD number. The SD number for the job satisfaction variable is 2.050 and employee commitment is 3.110. From the magnitude of the SD number, if the hypothetical mean/average value < the empirical mean/average value, where the difference exceeds 2.050, it is stated that job satisfaction is high and if the hypothetical mean/average value > mean/average the empirical average, where the difference exceeds 2.050, it is stated that job satisfaction is low. If the empirical mean/mean value with the hypothetical mean does not differ more than 2,050, job satisfaction is declared moderate.

Furthermore, for the employee commitment variable from the magnitude of the SD number, if the hypothetical mean/average value < the empirical mean/average value, where the difference exceeds 3.110, it is stated that employee commitment is high and and if the hypothetical mean/average value is > the empirical mean, where the difference exceeds 3.110, it is stated that employee commitment is low. If the empirical mean/average value with the hypothetical mean does not differ more than 3.110, then the employee commitment is stated as moderate.

**Table 9.** Calculation Result of Hypothetical Average Value and Empirical Average Value

Variable	SD	Average value		Information
		Hypothetical	Empirical	
Job satisfaction	2.050	90	108.53	High
Work Commitment	3,110	92.5	102.28	High

Based on the comparison of the two average values above (hypothetical mean and empirical mean), it can be stated that job satisfaction and employee commitment are stated to be high.

Based on the results of this study, it is known that there is a significant relationship between job satisfaction and work commitment. This result is known from  $r_{xy} = 0.424$  with  $P < 0.05$ . Based on the results of statistical testing obtained  $P = 0.000$  which means that the hypothesis proposed in the study there is a relationship between job satisfaction and employee commitment, the higher the job satisfaction, the higher the employee satisfaction, is declared accepted.

From this study, it is known that the variable job satisfaction provides an effective contribution to employee commitment by 33.1%. This means that there are still 66.9% influence from other factors, namely according to Stum (in Sopiah, 2008), these other factors are cultural factors of openness, personal opportunities to develop, organizational direction, work rewards that are as needed which are not revealed in this study .

The results of this study are in line with those conveyed by Lumley, et al (2011) who said that one aspect of job satisfaction that has a major influence on employee commitment is promotion. This explains that a promotion opportunity given to employees will create employees who have personal responsibility and have increased competence. This means that when job satisfaction through aspects of

Promotion will be able to influence behavior change to employees who are serious about work. Spector (1994), characterizing employees who have job satisfaction is working more diligently to show the best so that they get the things they want such as promotions, salaries, awards, benefits and others. Then of course, from the satisfaction achieved by employees, the fulfillment of their needs and desires will result in the commitment of employees they feel.

Likewise in the results of this study which states that job satisfaction provides an effective contribution of 33.1% in influencing employee commitment. In accordance with the results of research observations in the field, that employees of PT. Barumun Agro Sentosa has job satisfaction as evidenced by the presence of employees who have worked for up to 10 years.

The results of this study further stated that employees descriptively stated that the job satisfaction obtained was high, which was 90 less than the empirical average value of 108.53 and the difference was higher than SD. In this case, the employee commitment that is formed also tends to be good and leads to job satisfaction. This is based on the calculation that the hypothetical average value is 92.5, which is greater than the empirical average, which is 102.28 and the difference exceeds SD.

The researcher admits that the drawback of this study is that the sample collected is difficult. However, the phenomenon encountered by the researcher is an event that actually occurs in the field and the sample is related to employee commitment. From the discussion that has been described, the proposed hypothesis is answered, and namely job satisfaction has a significant and mutually influencing relationship with employee commitment.

## V. Conclusion

Based on the results and discussions that have been made, it can be concluded as follows:

- a. There is a significant positive relationship between job satisfaction and employee commitment. This result is evidenced by the rxy correlation coefficient of 0.424 with  $P = 0.000 < 0.050$ . This means that the more job satisfaction, the higher the employee's commitment. Based on these results, it means that the proposed hypothesis which reads that there is a relationship between job satisfaction and employee commitment is accepted.
- b. The effective contribution of the job satisfaction variable to employee commitment is 33.1%. Based on this research, it can be seen that there is still 66.9% of the influence of other factors on employee commitment which is not disclosed in this study.
- c. In general, the results of research on workers have high employee commitment and job satisfaction which is also classified as high. This can be seen from the results of the SD of 3.110, the empirical mean of employee commitment of 102.28, and the empirical mean of 62.5. Furthermore, the result of SD job satisfaction is 2.050, the empirical mean is 108.53 and the hypothetical mean is 90.

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