



The Influence of Work Motivation and Work Discipline towards the Job Satisfaction with Organizational Commitment as Intervening Variables of the Millennial Generation in Indonesia

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Authors' contributions

This work was carried out in collaboration among all authors. Author CTDT designed the study, performed the statistical analysis, wrote the first draft of the manuscript. Authors TR and ID managed the analyses of the study. Author MHAS managed the literature searches. All authors read and approved the final manuscript.

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ABSTRACT

Aims: In the millennial generation era, the competition between companies is very tight. That is why companies must ensure that their employees' criteria could compete in such a situation. The level of competition between individuals is very tight, requiring business organizations to face the

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challenges to survive. The competition between individuals demanded all companies do their work as effectively and efficiently as possible to achieve the companies' targets by relying on the available human resources. This research aims to analyze the influence of work motivation and work discipline towards job satisfaction with organizational commitment as intervening variables of the millennial generation employees in Indonesia.

Study Design: Explanatory Research.

Place and Duration of Study: Indonesia between October 2022 and November 2022.

Methodology: This study uses a survey research design method and a quantitative design. The data were collected by using questionnaires which were responded by 219 respondents through purposive sampling technique. The technique of the analysis is Structural Equation Modelling (SEM) with AMOS 26 supporting tools. (156 women, 63 men; age range 25-35 years).

Results: The research result shows that work motivation and work discipline give a positive and significant influence on organizational commitment, work motivation and work discipline also significantly and positively influenced job satisfaction, organizational commitment also give significant and positive influence to job satisfaction and functioned as a significant mediation towards work motivation and work discipline.

Conclusion: This research identified that work motivation and work discipline has both direct and indirect relation to the employees' job satisfaction. Based on the research done, it is discovered that work discipline and work motivation are factors that could make the employee satisfied with his/her work. If the employee does not have work motivation and work discipline it will affect the commitment to the organization in the company, in which organizational commitment is a mediator that could indirectly influence the job satisfaction of the employee.

Keywords: Work motivation; work discipline; job satisfaction; organizational commitment; millennial.

1. INTRODUCTION

In the millennial generation era, the competition between companies is very tight. That is why companies must ensure that their employees' criteria could compete in such a situation. The level of competition between individuals is very tight, requiring business organizations to face the challenges to survive. The competition between individuals demanded all companies do their work as effectively and efficiently as possible to achieve the companies' targets by relying on the available human resources.

Employees will have work motivation represented in an action directed at a goal to achieve a satisfaction goal [1]. Motivation is a driving force that raises the work passion so that a person would be willing to; work in teams, work effectively, and integrated with all efforts to achieve satisfaction. If a person's work motivation is high, that will increase job satisfaction which will be presented by the quality, the quantity, and the work's effectiveness in achieving a high level of productivity [2-4]. Supporting good work motivation, To support good work motivation, companies need a strong commitment organization to achieve the company's main targets cited from Tan & Waheed, [5] work motivation is giving driving force to create work passion in every individual

so that everyone would work effectively, work cooperatively, and also be integrated with efforts to achieve what they wanted.

Job satisfaction is one complex result that is faced by supervisors today, in managing their employees. There are many kinds of research that have proven extraordinarily high levels of job satisfaction [6]. According to [7] companies must support the organization. A high level of job satisfaction will encourage the achievement of the organization's goals effectively. Whereas a low level of job satisfaction would be a threat of destruction or failure of the organization precisely and slowly (according to Roe & Byars dalam Donni Juni Priansa, [8]: 291).

Basically, every employee realizes that work discipline is the key to success that must be employed and implemented by every individual because good work discipline will create smoothness in the process of doing the work and will achieve the best work result [9]. Work discipline is an attitude and behavior that represent the employee's obedience to the organization's regulations. Work discipline in a job is the willingness and obedience of the employee in obeying all the regulations that are applied in the work environment, either written or not-written. By having high work discipline, the

tasks and the job given by the company will be completed quickly and properly [10].

One of the factors to success possessed by an organization is organizational commitment owned by an employee to do the job according to the responsibility given. According to Robbins and Judge cited in Zelvia [11], organizational commitment is one condition when an employee stands with the organization and wanted to maintain the association in the organization, and in organizational commitment, there are three dimensions that affected it, they are; affective commitment, continuous commitment, and normative commitment. Organizational commitment is the strong desire to maintain the association with an organization, the desire to strive according to the wish of the organization, and certain beliefs, and the acceptance of the organization's values and goals. In other words, it is the attitude that reflects the employee's loyalty to the organization and the continuous process where the member of the organization expresses his/her attention to the organization and success and also to the continuous progress [12].

The results of the various previous research are used as research reasons to be reviewed. The current research gives a clearer explanation of the relation between the variables used.

That is why this research aims to examine and analyze the work motivation, work discipline, organizational commitment, and job satisfaction of millennial employees in Indonesia. The phenomenon of work discipline, work motivation, organizational commitment, and job satisfaction of millennial employees are interesting to be investigated further. As far as the research's understanding, research specifically used the millennial generation as the research object and relates it to work discipline and motivation with work satisfaction through organizational commitment.

2. LITERATURE REVIEW & THEORIES

2.1 Work Motivation and Organizational Commitment

Work motivation is an important element to decide the productivity and efficiency of the employee. Work motivation is a set of energetic forces that come from both the inside and the outside of an individual to create such an attitude

related to work [13]. That is why it is important for businessmen to find ways to gain full commitment from the employee because the background of the business is uncertain and unstable [14]. The purpose of the organization could easily be achieved when the employee is committed to the organization and increase the understanding of the employee's desire and dedication to the organization, this in the end will raise the employee's organizational commitment [15]. This statement is supported by research done by Salleh et al. [16] that stated that work motivation has a positive influence on organizational commitment. For this reason, based on such findings, the researcher proposed a hypothesis:

H1: Work motivation influenced positively organizational commitment.

2.2 Work Motivation and Job Satisfaction

One important way in managing human resources in one organization is the fulfillment of job satisfaction among the employees. The employees' job satisfaction developed from the right motivation given by the company. Work motivation develops work satisfaction which then makes the employee happier, and more committed to his/her job, and in the end will be utmost in achieving the targets and purposes of the organization [17]. This is proved by research done by Ahmadi et al. [18] which stated that work motivation has a positive influence on job satisfaction. For this reason, the researcher proposes a hypothesis:

H2: Work motivation has a positive influence on job satisfaction

2.3 Work Discipline and Organizational Commitment

Based on the research done [19] stated that work discipline has a positive and significant influence on organizational commitment. This proves that work discipline will raise if the employee identifies the company well for the future. This is also proven by previous research done by (Anwar & Tinton, 2015) which confirmed that work discipline and organizational commitment are significant. Based on this statement, the researcher proposed a hypothesis:

H3: Work discipline has a positive influence on organizational commitment.

2.4 Work Discipline and Job Satisfaction

The purpose of work discipline implementation in an organization is to receive the expected result in accordance with the company's requirements, so the supervisor needed to use certain guidelines as the implementation basis. Based on the research result of [20] which stated that the more discipline the employee is, the higher the employee's value on job satisfaction. For this statement and based on the findings, the researcher proposed a hypothesis:

H4: Work discipline has a positive influence on job satisfaction.

2.5 Organizational Commitment and Job Satisfaction

According to research done by Pranita et al. [3] which stated that organizational commitment has a positive and a significant influence on job satisfaction. This is supported by the previous research done by Al Zeifiti and Mohamad [21] that emphasized that organizational commitment and job satisfaction are significant. For this statement and based on the findings, the researcher proposed a hypothesis:

H5: Organizational commitment has a positive influence on job satisfaction.

3. METHODOLOGY

3.1 Measurements

The data determined for this research were assisted by a questionnaire. The questionnaire used the Likert scale for the scoring scale of five points (1=strongly disagreed, 5=strongly agreed). Work motivation was measured using 2 factors, they are (1) the Motivator Factor (intrinsic) with indicators of; achievement, recognition, responsibility, and the nature of work and personal growth, and (2) the Hygiene Factor (extrinsic) with indicators of; salary, job security, working conditions, and the relationship between coworkers which is adapted from [22]. Work discipline was measured using indicators as followed; discipline to rules, discipline to time, and discipline to the responsibility which is adapted from [23]. Organizational commitment was measured by indicators as followed; Affective Commitment, Continuance Commitment, and Normative Commitment which

is adapted from [24]. Job satisfaction was measured by indicators as followed; facilities, company, and supervision which is adapted from [25].

3.2 Sampling and Collecting Data

The total number of samples used in this research is 219 respondents. The sample in this research is every millennial generation employee in Indonesia responding to the online questionnaire.

3.3 Data Analysis

The data analysis of this research is done through Structural Equation Modeling (SEM) method by AMOS 26. By using SEM, three types of analysis are done at the same time, they are; checking the instrument validity and reliability related to confirmatory factor analysis, the testing of the relation between variables model with related to measurement model, and obtained model which is proper to the prediction related to the structural analysis model. The goodness of fit of all the models is measured by chi-square (χ^2), Root Mean Square Error of Approximation (RMSEA), root mean squared residual (RMR), goodness of fit index (GFI), Tucker Lewis Index (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), Normed Fit Index (NFI).

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

Table 1 shows that most of the respondents are female with a total of 156 females or 71%, dominated with employees of an average of 25-29 years old with a total of 158 respondents or 72%, the respondents living in Pontianak with a total of 159 respondents or 72%, as for the marital status, it is dominated with employees who are not married with a total of 139 respondents or 63%, and the majority of occupation is civil-servant (PNS) with the total of 93 respondents or 42% and most of the employees are graduates students with a total of 135 respondents or 61%.

4.2 Measurement and Structural Models

The results of the compatibility, validity, and reliability tests are shown Table 2.

Table 1. The analysis of the respondents' profiles in this research are concluded in the following demographic characteristics

Category	Item	F	%
Gender	Female	156	71
	Male	63	29
	Total	219	100
Age	25 - 29 years old	158	72
	30 – 34 years old	47	21
	> 35 years old	14	7
	Total	219	100
Residence	Pontianak	159	72
	Jakarta	8	4
	Bali	3	1
	Semarang	11	6
	Balikpapan	18	8
	Samarinda	11	5
	Bandung	5	2
	Tangerang	4	2
	Total	219	100
Status	Single	139	63
	Married	80	37
	Total	219	100
Occupation	PNS (civil-servant)	93	42
	Private Sector Employee	72	33
	Freelance	32	15
	Beauty Advisor	22	10
	Total	219	100
Education	Associate Degree (D3)	67	31
	Undergraduate (S1)	135	61
	Postgraduate (S2)	15	7
	Doctoral Degree (S3)	2	1
	Total	219	100

Table 2. Measurement model results

Variable	Indicator	Items	SLF	AVE	CR
Work Motivation	Achievement	WM1	0,635	0,616	0,963
	Confession	WM2	0,514		
	Responsibility	WM3	0,540		
	Employee's character and self-development	WM4	0,651		
	Salary	WM5	0,702		
	Job Security	WM6	0,638		
	Working Condition	WM7	0,745		
	Relationship with co-workers	WM8	0,503		
Work Discipline	Discipline to Rules	WD1	0,526	0,622	0,959
		WD2	0,502		
		WD3	0,594		
	Discipline to Time	WD4	0,704		
		WD5	0,733		
		WD6	0,643		
	Discipline to Responsibility	WD7	0,711		
		WD8	0,629		
		WD9	0,554		

Variable	Indicator	Items	SLF	AVE	CR
Organizational Commitment	Affective Commitment	OC1	0,555	0,622	0,963
		OC2	0,607		
		OC3	0,651		
	Continuance Commitment	OC4	0,676		
		OC5	0,719		
		OC6	0,738		
	Normative Commitment	OC7	0,599		
		OC8	0,551		
		OC9	0,502		
Job Satisfaction	Satisfaction to Facility	JS1	0,505	0,739	0,974
		JS2	0,773		
		JS3	0,839		
	Satisfaction to Company	JS4	0,819		
		JS5	0,796		
		JS6	0,845		
	Satisfaction to Supervisor	JS7	0,778		
		JS8	0,796		
		JS9	0,503		

Table 2 is the result of the validity and reliability test of the overall models. The standardized loading factor (SLF) score of all the indicator variables in full mode is above 0.50. This means that all the indicators are valid and believed to be able to measure the full construct model that has been built. The result of the reliability test showed an appropriate result. All the instruments are reliable and have the potential to consistently measure the full construct that has been built. This is shown from the avariance extracted (AVE) score that all the indicators' instruments gained ≥ 0.50 score and the construct reliability (CR) score gained ≥ 0.70 score.

Table 3. The Goodness of fit index

Goodness of fit index	Cut off value	Results
CMIN/DF	≤ 3.00	2,060
TLI	≥ 0.90	0,907
IFI	$\geq 0,90$	0,914
CFI	$\geq 0,90$	0,913

According to the goodness of fit (GOF) index in Table 3, it can be concluded that the conformity requirement model is accepted and affirmed fit. There are four measurements that showed a good fit level, (Hair et al. 2014:583) stated that one research construct model can be affirmed fit and accepted if there are three to four measurements that gained the goodness fit level or above the cut-off value. The score CMIN/DF=2,060 (≤ 3.00) has fulfilled the criteria. TLI=0,907, IFI=0,914, and CFI=0,913 are all above 0,90 and enough to affirm that one fit model is accepted and appropriate.

4.2.1 Hypotheses testing

According to Table 4, for the first hypothesis the t-count score, the influence of work motivation on organizational commitment is 4,589, higher than the t-table score (1,96). The same for the p-value which is less than 0,001; lower than 0,05 ($\alpha = 0,05$). This result is related to the first hypothesis where work motivation has a positive and significant influence on organizational commitment. For the second hypothesis, the t-count score, the influence of work motivation on job satisfaction is 2,045, and the p-value is lower than 0,001. This proves that work motivation has both a positive and significant influence on job satisfaction. As for the third hypothesis, the t-count score of the influence of work discipline on organizational commitment is 8,344 and the p-value is lower than 0,001. This shows that work discipline has a positive and significant influence on organizational commitment. For the fourth hypothesis, the t-count score of work discipline on job satisfaction is 1,965 and the p-value is lower than 0,001. This result is in accordance with the hypothesis that work discipline has both a positive and significant influence on job satisfaction. As for the fifth hypothesis, the t-count score of organizational commitment on job satisfaction is 2,191 and the p-value is lower than 0,001. Therefore, it can be stated that organizational commitment has both a positive and significant influence on job satisfaction.

Below is the indirect impact of the mediation variable that is shown in Table 5 and is the results of Sobel test.

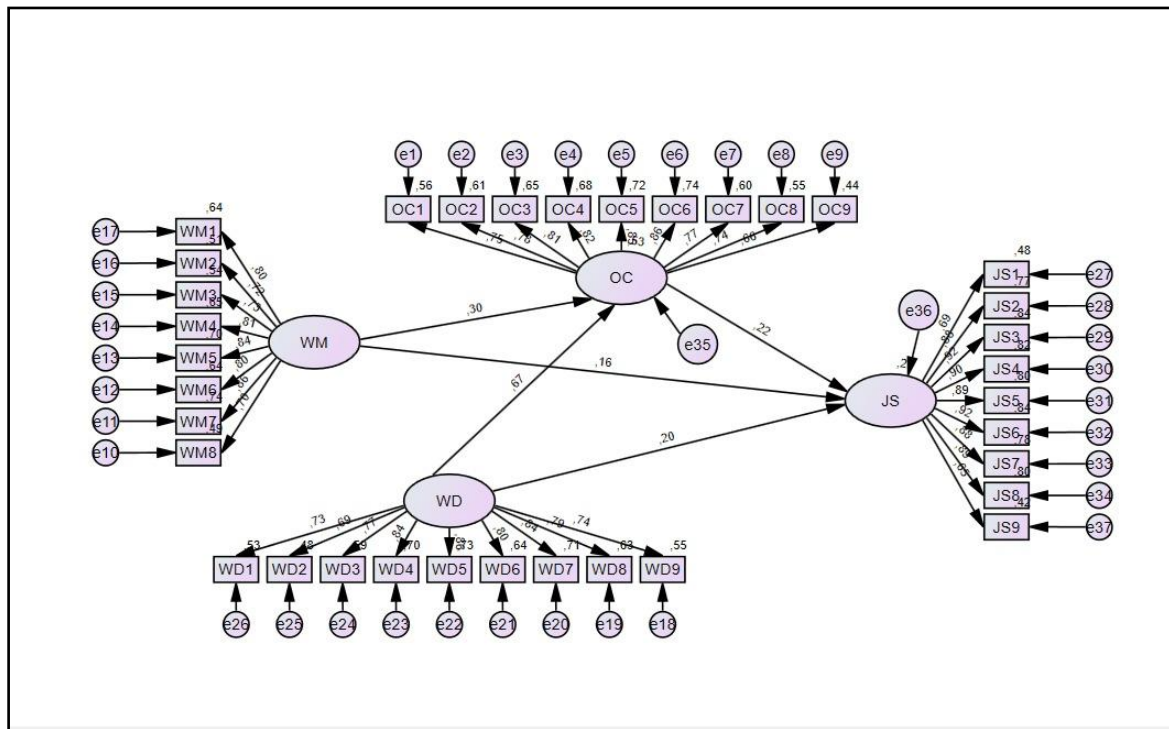


Fig. 1. Full model structural test

Table 4. Hypothesis testing

Item	Std estimate	S.E.	C.R.	p-values	Description
WM → OC	0,332	0,072	4,589	***	Accepted
WM → JS	0,206	0,101	2,045	0,041	Accepted
WD → OC	0,595	0,071	8,344	***	Accepted
WD → JS	0,202	0,103	1,965	0,049	Accepted
OC → JS	0,252	0,115	2,191	0,028	Accepted

Table 5. Sobel test – significance of mediation

Item	Sobel test statistic	Two-tailed probability	description
WM ---> OC ---> JS	1,97	0,023	Accepted
WD ---> OC ---> JS	2,12	0,017	Accepted

According to the Sobel test result in Table 5, the Sobel test statistic score is obtained at 1,97, and the p-value is 0,023. This result shows that the Sobel test statistic score is higher than the score t-table (1,96). The same for the p score obtained which is lower than 0,05 ($\alpha = 0,05$). This presents that there is a significant indirect influence of work motivation on job satisfaction through organizational commitment. An appropriate result is also obtained from work discipline, where the Sobel test statistic score is 2,12, bigger than 1,96 and the p score is 0,017, lower than 0,05 ($\alpha = 0,05$). Therefore, there is a significant indirect influence of work discipline on job satisfaction through organizational commitment.

4.3 Discussion

Work motivation influenced organizational commitment significantly. This means the better and the more increasing the employee's motivation also the more increase the organizational commitment [26,27]. The effort that is done by the company to increase the employee's work motivation will affect the employee to work the hardest to gain the maximal commitment to the organization [28-30]. Work motivation influences job satisfaction significantly. The employee with higher work motivation will be more passionate about doing his/her job and so the feeling of being satisfied

with the job done will be higher. This influence how big of motivation an employee has in doing the job, then it will be determined how big job satisfaction is. Therefore, to increase the job satisfaction of the employee, the company must motivate the employee to get the work done. This is in accordance with previous research by Bakhtawar, [31-33].

Work discipline influences organizational commitment significantly in the millennial generation of employees in Indonesia [34,35]. With the existence of work discipline, the millennial generation employees are demanded to be disciplined in implementing the company's regulations [36,37,34]. If the employee's organizational commitment is high, the work discipline of the employee could achieve the target decided by the company [38]. This shows that the higher the organizational commitment value, the higher the commitment of the employee to the regulations of the company.

Work discipline influenced job satisfaction significantly in the millennial generation of employees in Indonesia. That is if the employee's job satisfaction is fulfilled, the employee's work discipline to obey the regulation will achieve the company's target. This is in accordance with previous research by Budirianti, et al. [39], Sudiardhita, et al. [40], Purnamasari, et al. [41], dan Alfarizi, et al. [42] stated that the higher the employee's work discipline, the higher the job satisfaction.

Organizational commitment influenced job satisfaction significantly. The employee that is satisfied with his/her job will have a higher commitment to the company, and the employee who is committed to the company has higher satisfaction, therefore if the job satisfaction given by the company increased, the commitment to the organization of the company will also increase. This is in accordance with previous research done by Ying-Pin yeh [43] dan Veronica Tarigan [44].

5. CONCLUSION

The main purpose of this research is to identify the influence of work motivation and work discipline on job satisfaction of the millennial generation of employees mediated by organizational commitment. The survey for this research is done based on the answers obtained from 219 respondents who are the millennial

generation and are employees in Indonesia. This research identified that work motivation and work discipline has both direct and indirect relation to the employees' job satisfaction. Based on the research done, it is discovered that work discipline and work motivation are factors that could make the employee satisfied with his/her work. If the employee does not have work motivation and work discipline it will affect the commitment to the organization in the company, in which organizational commitment is a mediator that could indirectly influence the job satisfaction of the employee.

CONSENT

All authors declare that 'written informed consent was obtained from the millennials workers in Indonesia for publication of this case report and accompanying images'.

ETHICAL APPROVAL

All authors hereby declare that all experiments have been examined and approved by the appropriate ethics committee and have therefore been performed in accordance with the ethical standards laid down in the 1964 Declaration of Helsinki.

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COMPETING INTERESTS

Authors have declared that no competing interests exist.

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