European Journal of Business and Management www.iiste.org
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) DOI: 10.7176/EJBM
Vol.11, No.15, 2019

The Effect of Employee Motivation on Involvement, Commitment, and Job Satisfaction (Study of Employees of the State Electricity Company, Kupang Region, East Nusa Tenggara Province, Indonesia)

Petrus Bulu Ngongo Mintje Ratoe Oedjoe Pius Bumi Kellen Ajis S. A. Djaha.
Administrative Science Doctor Program, Graduate Program, Nusa Cendana University
Adisucipto Street, Penfui Kupang City, East Nusa Tenggara Indonesia.

Abstract
This research is motivated by the contradictions of thought contained in motivational theory, and empirical findings of previous research regarding policies on the development and utilization of human resources that can improve job satisfaction. Analysis techniques, using generalized structured component analysis (GSCA). Sample data were 154 respondents as employees at the Kupang State Electricity Company, East Nusa Tenggara Province, Indonesia**.**This study aims to examine and explain the effect of employee motivation on involvement, commitment, and job satisfaction. Test and explain the influence of involvement on commitment, and job satisfation. Test and explain the influence of commitment to job satisfation.This study found that employee motivation has a significant positive effect on involvement, commitment, and job satisfaction. Involvement has a significant positive effect on commitment, and job satisfaction. Commitment has a significant positive effect on job satisfaction. This study concluded that employee motivation can determine involvement, commitment, and job satisfaction. Company management and labor regulators can examine variables of employee motivation, involvement, commitment, and job satisfaction, to make policies for the development and utilization of human resources that can increase job satisfaction for workers in order to achieve organizational or corporate goals.
Keywords: Employee Motivation, Involvement, Commitment, and Job Satisfaction.
DOI: 10.7176/EJBM/11-15-11
Publication date:May 31st 2019

1.1 Introduction

Company management needs to pay attention to the job satisfaction of employees so that employees truly carry out the work, so the company can compete in the market. Every highly motivated individual is always ready to do different businesses in a fairly basic role to achieve high performance (Armstrong, 2009). Motivating people to appreciate work means understanding motivation theory and how theory can be practiced. Motives are reasons that encourage someone to do something to get job satisfaction. Motivation is related to the strength and direction of behavior and the factors that influence people to behave in certain ways. The term 'motivation' can refer to a variety of goals an individual has, ways in which individuals choose goals and how others try to change their behavior (Armstrong, 2009). Well-managed human resource management will provide benefits to improve competitive advantage.

Research on job satisfaction began in the 1930s and has since become the most focused topic of organizational behavior (Kim et al., 2009). Hoppock (1935) defines job satisfaction as a psychological, physical and environmental condition that relies heavily on employees who say, "I am happy with my job" (Tsa et al., 2007; Yew, 2008).

Locke (1976) states that job satisfaction is a positive emotion that occurs as a result of employee values regarding work and work environment and interaction of perceptions and is the result of employee assessment of their expectations of work and the actual work environment. Job satisfaction is the satisfaction that employees get from work. Job satisfaction has also been stated as an important component in many theories (Two Factor Theory, Equity Theory, and Maslow's Theory of Hierarchy of Needs, and others) (Aziri, 2011).

Job satisfaction-based research has been carried out (Saari and Judge, 2004; Üngüren et al., 2009; Azıri, 2011) using the final scale (Minnesota Satisfaction Scale, job description scale, scale of Porter's needs and satisfaction, and others) that has been developed to measure job satisfaction. For example, the Minnesota Job Satisfaction Scale developed by Weiss (1967) and the preferred scale in the research literature, consists of three dimensions: namely (1) Internal (value, responsibility, success, social value, position in work, etc.) ; (2) External (wages, promotions, employee relations, support, management policies and applications, etc.); (3) Employee relations and total job satisfaction (total internal and external satisfaction).

"The Michigan Organizational Commitment Assessment Survey Sub-Scale of Job Satisfaction" is a job satisfaction scale used in the research literature to test job satisfaction in general. The reason why job satisfaction is researched intensively is important for business and employees. This is important for businesses, because it affects productivity, performance, profits and many other outputs. This is also important for employees because

having a working life that both meets the needs of employees and positively influences quality of life (Üngüren et al., 2010).

Mathieu and Zajac (1990); Lam et al. (2001) say that leaders are effective in creating organizational commitment and ensuring job satisfaction. Ethical behavior of leaders primarily increases employee commitment and job satisfaction (Zhu et al., 2004; Darvish and Rezaei (2004); Brown, 2005; Toor and Ofori (2009); Ahmed et al. (2012); Lim (2012); Atmojo (2012); Ghahroodi et al. (2013); Munir (2013); Çelik et al. (2015) examined the relationship between organizational commitment and job satisfaction, with the main objective of testing the relationship of ethical leadership with organizational commitment and job satisfaction. positive effect on organizational commitment, ethical leadership also has a positive influence on job satisfaction.

Testa (2001) states that increasing job satisfaction in business, organizational commitment increases. Jermier and Berkes (1979), Gomes (2009) and Kappagoda (2012) also show that organizational commitment has a positive influence on job satisfaction. Every individual in an organization must have an commitment to progress (affective commitment), in accordance with the rules (normative commitment), realize continuity commitment and clarify prospects to achieve organizational goals (Allan and Meyer, 2009). Understanding this achievement commitment, supported by several previous studies, that organizational commitment has a positive and significant effect on job satisfaction (Wilson, 2013). Çelik et al. (2015) found that organizational commitment has a significant positive effect on job satisfaction, if employees are given the opportunity to be more involved in organizational activities, organizational commitment and job satisfaction increase, so employees are more enthusiastic and feel more satisfied. The theoretical implication of the influence of organizational commitment on job satisfaction is the higher organizational commitment, job satisfaction will also increase.

Based on the explanation of the motivation theory that employees are motivated to meet various needs, they will be more involved in business activities by utilizing the competencies they have, and fully committed to maintaining good relations with all parties in the organization in order to achieve the level of needs sought, thus giving satisfaction in work.

The originality of this study was aimed at proving the influence of Employee Motivation on Job Involvement, Commitment, and Job Satisfaction. An individual uses the organization to achieve personal goals and vice versa the organization uses these individuals to achieve their goals through a process of "personalization". Every individual is always looking for freedom in making the decision to carry out their duties optimally, while the organization through the process of "socialization" wants the implementation of work tasks, and provides rewards or punishments. In an effort to increase the role capacity of workers, the organization must strive to motivate, fulfill the expectations of workers, involve employees in all business activities, improve competence and reduce insecurity in work, improve organizational commitment, increase job satisfaction to reduce the desire of workers to leave work.

Human Resource Management is based on a concept that every employee is human, not a machine, and not merely a business resource. Human Resource Management relates to policies and practices that need to be implemented by managers, regarding aspects of Human Resources from Work Management. Well-managed human resource management will provide benefits to improve competitive advantage. Company management needs to pay attention to job satisfaction from employees so that employees truly carry out work, so companies can compete in the market. Job satisfaction is influenced by employee motivation, involvement, employee commitment, therefore, this research model is built by involving these 4 variables, and is based on theoretical studies and previous research studies.

This study uses the analysis tool "Generalized Structured Component Analysis (GSCA)" which is able to analyze data from the variables studied in a structured manner, and the number of indicators that are many. Based on various opinions, theoretical studies and previous studies that have been described, the purpose of this study is to examine and explain the causal relationship between employee motivation, involvement, organizational commitment which results in job satisfaction for Employees of Kupang State Electricity Company, East Nusa Tenggara Province, Indonesia in various activities.

1.2 Research Question

1) Does employee motivation have a significant effect on involvement?
2) Does employee motivation have a significant effect on commitment?
3) Does employee motivation have a significant effect on job satisfaction?
4) Does job involvement have a significant effect on commitment?
5) Does job involvement have a significant effect on job satisfaction?
6) Does organizational commitment have a significant effect on job satisfaction?

2. Literature Review

2.1 The Effects of Employee Motivation on Job Involvement

The management of the company needs to pay attention to the expectations and desires of the employees so that

employees truly carry out the work, so that the company can compete in the market. Every highly motivated individual is always ready to do different businesses in a fairly basic role to achieve high performance (Armstrong, 2009). Motivating people to appreciate work means understanding motivation theory and how theory can be practiced. A person's expectations and desires will be a motivation that affects his personal attitude at work. A person's expectations and desires concerning his aspirations, needs and family. A person's needs can be physical and not physical, within the company, family and community. Expectations in the corporate environment, can include: (1) Opportunities to develop themselves, including career development; (2) Job security, including so that it cannot simply be shifted or dismissed from his position; (3) Protection of individual rights, including arbitrary acts of exploitation or other parties in the company; (4) Giving assignments that are in accordance with abilities; (5) Rewards for services that are in accordance with the work business; (6) Leaders can be emulated, both in terms of attitude and in ways of thinking and working; (7) Recognition of one's involvement (role) and (8) A pleasant social environment and atmosphere for cooperation and mutual assistance and not suspicion (Terry, Principles of Management, in Smith, 2012).

2.2 The Effect of Employee Motivation on Organizational Commitment

Kusworo et al. (2015) states that motivation has an important relationship with organizational commitment, motivation is one aspect of the process of organizational commitment. Building values based on equality is one of the processes of organizational commitment. Every member of the organization has the same opportunity. For example for promotion, each member must have the ability, skill, interest, motivation, performance, in accordance with organizational standards without discrimination (Sopiah, 2008: 155). The right motivation will foster organizational commitment, to find out what kind of motivation, leaders must know the needs of each employee. Employee needs are divided into two factors, namely: (1) Attractive factors are: working conditions, salary or income, relationships with colleagues, relationships with superiors, personal life, company policy and administration, technical supervision, status, security. (2) Driving factors, such as: level of employee performance, own labor, progress, level of recognition, responsibility, growth (Sopiah, 2008: 155).

Selma's research (2011) shows that the intrinsic motivation of health professionals is largely explained by affective and normative commitment. Also affective and normative commitments that influence intrinsic motivation are more than sustained commitments. The most effective extrinsic motivation factor is normative commitment. Continuing commitment influences extrinsic motivation less than normative commitment. It also appears that affective commitment has the lowest effect on external motivation. The point is intrinsic motivation and extrinsic motivation have an influence on work commitment.

The research findings of Jayakumar (2013), Alimohammadi and Neyshabor (2013), Koesmono (2014), Wahyuni (2015), Kusworo et al. (2015), Barusman and Hidayat (2017) show that work motivation has a significant positive effect on organizational commitment. Sriekaningsih and Setyadi (2015) found that work motivation was positively not significantly correlated with organizational commitment. However, Braimah's research findings (2016) found that work motivation was negatively and not significantly correlated with organizational commitment.

Ardana et al (2009: 421) states that placing someone in an organization to work based on their expertise and talent, and this can increase their commitment to the organization. Someone who has high motivation will increase his commitment, resulting in maximum performance and very satisfying. This is in line with the opinion of Robbins and Judge (2008: 270) that one's work will be related to their intentions and motivations in meeting their needs. Generally an individual has a high motivation, also will have a high organizational commitment.

2.3 The Effects of Employee Motivation on Job Satisfaction

Human Motivation Theory (McClelland, 1973) explains the need to achieve goals, so that people will be motivated because of the need for success (seeds for achievement), the need for affiliation and the need for power. Achievement motivation is needed by everyone to increase satisfaction and performance. In the actualization of the third need manifested in the form of actualization of work motivation (self-actualization), appreciation (self esteem), cooperation, communication and compensation, which is very encouraging, encourages and becomes the motive of workers to do work to achieve job satisfaction and improve performance. Wilson's research concept (2013) explains that work motivation has a positive and significant effect on job satisfaction and performance. However, the findings of Jusmin et al. (2016), Ma'mun et al. (2017) found that motivation has a negative influence on job satisfaction.

2.4 The Effect of Job Involvement on Organizational Commitment

Agyemang and Ofei (2013) stated that there is a positive relationship between employee involvement and organizational commitment. If employee involvement increases, organizational commitment also increases, then helps the organization to achieve its goals. Harter et al. (2002) state that employee involvement is important for business success and company performance. Based on the model of Maslach et al. (2001), Saks (2006) defines

employee involvement as far as individuals give their full attention and are involved in displaying their roles.

Saks (2006) notes that there are two types of employee involvement: "work involvement" and "organizational involvement". Job involvement refers to the extent to which a person is truly fascinated in displaying his own personal role to work. Meanwhile, "organizational involvement" reflects the level at which someone is psychologically present as a member of an organization. So the presence of employees physically and psychologically in work as members of the organization in accordance with its role.

Meyer and Allen (1991) define the three types of commitment as follows: Affective commitment refers to "the emotional attachment of employees to the organization, identification with and involvement in the organization". Ongoing commitment: "awareness of the costs associated with leaving the organization". Finally, normative commitment represents the perceived obligation to remain in the organization (Meyer et al., 2002). Referring to commitment based on a sense of responsibility towards the organization and employees with strong normative commitments remain because someone feels they have to do it. Schaufeli and Salanova (2007) found that increasing work involvement will increase organizational commitment and also increase job satisfaction. Higher performance and greater personal ideas, higher attendance and lower turnover, increased health and safety, proactive behavior and motivation to learn.

Brown and Leigh (1996) concluded that a work environment that is psychologically safe is felt by employees, usually leading to increased work involvement and organizational commitment. Psychological conditions are associated with cognitive and affective states of job satisfaction, commitment and motivation. Hakanen et al. (2008) in the Job Demands Resources (JDR) model examine motivation and the process of decreasing health and examine the extent to which resource demands can influence processes over a period of time. The study found that work resources have an impact on work engagement that leads to future implementation.

Research concept Chairuddin et al. (2015), Khalid et al. (2015) explained that work involvement has a positive and significant effect on organizational commitment. Explanation of involvement theory and the theory of organizational commitment and previous empirical studies that the better involvement will increase the commitment of an employee, because employees believe and accept organizational goals and values, and want to give a lot of business on behalf of the organization and have a strong desire to maintain organizational membership. Zopiatis et al. (2014) explain that work involvement affects commitment and job satisfaction. Employees who have more knowledge, experience about management and other jobs, will be more involved in work with a commitment to gain satisfaction.

2.5 The Effect of Job Involvement on Job Satisfaction

The concept of work involvement (Involvement) was first introduced by Lodahl and Kejner (1965) as an individual cognitive state and received much attention in the areas of organizational behavior and work psychology. Job involvement can be defined simply as the level at which someone identifies and respects his work. Riipinen (1994) states that individuals who have a higher level of involvement will use more time and effort to work to obtain satisfactory results. Brown (1996) states that several individual and organizational factors significantly influence one's involvement in work. Lodahl and Kejner (1965) propose the perspective of ego involvement in work on the grounds that if there is a good relationship between managers and employees, along with explicit encouragement and support from leaders and colleagues, it will lead to a higher level of employee engagement**.**

The relationship between work involvement and employee welfare is rarely studied even though both of these variables are important for human resources. Brunetto et al. (2012) states that there is a need for an emphasis on welfare that makes employees satisfied in work, subjective perceptions, work attitudes and emotional presence shown in the work. Job involvement has been known as the concept of work attitude which gives a lot of emphasis to the employee itself, with the intention to understand the fundamental factors that motivate employees to be more active at work (Galunic and Anderson, 2000; Riipinen, 1994). It is believed that when employees feel satisfied with work and the environment, it will show a higher level of work involvement. Previous research shows that people with higher welfare tend to do more business and are more involved in achieving organizational goals (Schaufeli et al., 2009). Zelenski et al. (2008) also state that happier workers tend to be more productive. Employees want to play a higher role in their work when they have a higher sense of well-being and satisfaction.

2.6 The Effects of Organizational Commitment on Job Satisfaction

Martin and Roodt (2008) state that organizational commitment is related to many things (i.e. work, profession, career, business) and in many fields (namely: sociology, industrial psychology, health psychology). Research has been done, but often using inappropriate scales, organizational commitment is difficult to synthesize and define. Meyer and Allen, (1991); Kimbel (2002) generally describes organizational commitment as an affective commitment of employees to their work effort.

Porter et al. (1976) defines organizational commitment "as an identification of the relative strength and involvement of individuals in certain organizations". Buchanan (1974) defines organizational commitment as "partisan and affective attachments to the goals and values of an organization to one's role in relation to goals and

values, and for organization for its own sake, this is a very important value." Model Three-dimensional Organizational Commitment "(Meyer and Allen, 1991) explains that organizational commitment has three dimensions, namely: affective commitment, ongoing commitment and normative commitment.

Brown (2003); Cohen (2007) defines affective commitment as staying in work for emotional reasons; Continuing commitment, commitment caused by fear of losing profits (money, position, etc.) from a job; and normative commitment defines commitment, which is based on the feeling that leaving work is unethical because of employee responsibilities and obligations.

Mowday et al. (1979) show that to ensure organizational commitment, it is necessary to (a) accept business values and objectives; (b) voluntarily strive for business interests; and (c) have a desire to survive in this business (Maxwell and Stelee, 2003). Buchanan (1974) shows that factors such as business identification, involvement and loyalty are needed for organizational commitment. Mowday et al. (1979) tested organizational commitment in terms of attitudes and behavior as a pecta on the scale of organizational commitment. The attitude perspective presents the identification of employee values and objectives with company values and objectives, while the behavioral perspective defines commitment in accordance with the employee's approach to problems in the company and their continuation in the company (Meyer and Allen, 1991). The one-dimensional scale of organizational commitment from Mowday et al. (1979) used in this study because it is preferred in many studies (Testa, 2001; Cohen, 2007; Çavuş and Gürdoğan, 2008; Çokluk and Yilmaz, 2010; Suki, 2011;) and Angle and Perry (1981) reveal psychometric characteristics of employee.

Research on job satisfaction began in the 1930s and has since become the most focused topic of organizational behavior (Kim et al., 2009). Hoppock (1935); Locke (1976) defines job satisfaction as a psychological, physical and environmental condition that relies heavily on employees who say, "I am happy with my job" (Yew, 2008).

Locke (1976) states that job satisfaction is a positive emotion that occurs as a result of employee values regarding the work and work environment and interaction of perceptions and is the result of employee assessment of their expectations of work and the actual work environment. Job satisfaction is the satisfaction that employees get from work. Aziri (2011) explains that job satisfaction has also been stated as an important component in many theories (Two Factor Theory, Equity Theory, and Maslow's Theory of Hierarchy of Needs and others). Many job satisfaction-based studies have been conducted (Saari and Judge, 2004; Üngüren et al., 2009; Aziri, 2011) using the final scale (Minnesota Satisfaction Scale, job description scale, Porter and Satisfaction Needs scale, etc.) that have been developed to measure job satisfaction. For example, the Minnesota Job Satisfaction Scale developed by Weiss (1967) and the preferred scale in the research literature, consists of three dimensions: internal (value, responsibility, success, social status, position and others) and external (wages , promotion, employee relations, support, policy and management applications and others) employee relations and total job satisfaction (total internal and external satisfaction)

"The Michigan Organizational Commitment Assessment Survey Sub-Scale of Job Satisfaction" is another job satisfaction scale that consists of three questions and is usually used in the research literature to test job satisfaction in general. The reason why job satisfaction is researched intensively is important for business and employees. This is important for businesses, because it affects productivity, performance, profits and many other outputs. This is also important for employees because having a working life that both meets the needs of employees and positively influences quality of life (Üngüren et al., 2010).

Mathieu and Zajac (1990); Lam et al. (2001) say leaders are effective in creating organizational commitment and ensuring job satisfaction. Ethical behavior of leaders primarily increases employee commitment and job satisfaction (Zhu et al., 2004; Darvish and Rezaei (2004); Brown, 2005; Toor and Ofori (2009); Ahmed et al., 2012; Lim, 2012; Atmojo, 2012); Ghahroodi et al., 2013; Munir et al., 2013); Çelik et al., 2015) examined the relationship between organizational commitment and job satisfaction, with the main objective of testing the relationship of ethical leadership with organizational commitment and job satisfaction. Finding that ethical leadership has a positive effect on organizational commitment, ethical leadership also has a positive influence on job satisfaction.

Testa (2001) states that increasing job satisfaction in business, organizational commitment increases. Jermier and Berkes (1979), Gomes (2009) and Kappagoda (2012) also show that organizational commitment has a positive influence on job satisfaction. Every individual in an organization must have an commitment to progress (affective commitment), in accordance with the rules (normative commitment), realize continuity commitment and clarify prospects to achieve organizational goals (Allan and Meyer, 2009). Understanding this achievement commitment, supported by several previous studies, that organizational commitment has a positive and significant effect on job satisfaction. If employees are given the opportunity to be more involved in organizational activities, organizational commitment and job satisfaction increase, so employees are more enthusiastic and feel more satisfied (Wilson, 2013; Çelik et al. (2015).

The conceptual research was developed to explain that motivation, involvement, and commitment from people or organizational citizens will determine the success of the organization so that it can provide total satisfaction. Achieving a high level of job satisfaction will greatly depend on the extent to which people or citizens

of the organization can synergistically contribute positively, both in planning and in the process of implementation in the duties and responsibilities as citizens of the organization to achieve organizational goals. Based on theoretical studies as described and several previous research models, the research model was developed as in Figure 1, as follows:

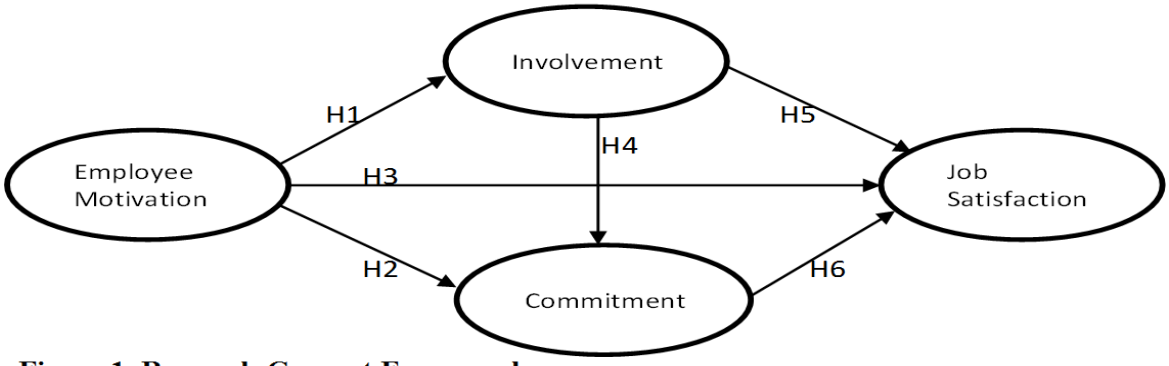

Figure 1. Research Concept Framework
Source: Developed for this study (Ngongo, 2019)

2.7 Research Hypothesis

Hypothesis 1: The Employee motivation has a significant effect on work engagement.
Hypothesis 2: The Employee motivation has a significant effect on organizational commitment.
Hypothesis 3: The Employee motivation has a significant effect on job satisfaction.
Hypothesis 4: The Job involvement has a significant effect on organizational commitment.
Hypothesis 5: The Job involvement has a significant effect on job satisfaction.
Hypothesis 6: The Organizational commitment has a significant effect on job satisfaction.

3. Research Methods

This type of research is a type of explanatory research, conducted with the intention of providing an explanation of the causal relationship or influence between variables through testing hypotheses. Explanatory research is to examine the influence between hypothesized variables. This study uses primary data and research objectives should be achieved through quantitative methods. The quantitative approach aims to test the theory by testing and explaining the effect of exogenous variables on endogenous variables, which are measured through instruments, and analysis using statistical procedures and hypothesis testing (Creswell, 2009: 4).

This research was conducted on employees of the Kupang State Electricity Company, East Nusa Tenggara Province, Indonesia. The time of data collection is conducted from November 2018 to January 2019. The method of determining the sample is random sampling. The sample is part of the population observed, because the population observed is relatively small, only 174 people, so the sample in this study was taken 154 people or (88.5% of 174). The reason for taking a sample was 154 people or 88.5% because of all 174 questionnaires, 154 respondents were received and completely filled out with only 154 questionnaires.

Data collection through survey questionnaires for primary data based on respondents' perceptions of Employee Motivation Variables (X), Involvement (Y1), Commitment (Y2), and Job Satisfaction (Y3). Measurement of perceptions of respondents using a Likert Scale. According to Simamora (2004: 147) Likert Scale is used to measure attitudes, opinions of people or groups of people about social events or symptoms. Likert scale that can be used to measure a person's perceptions, for example measurement: approval, trust, support, priority, probability of frequency, level, and others.

The Likert Scale in this study uses scores of 1 to 5, which represent perceptions of levels. The results of data measurement are in the interval category. This is reinforced by Sekaran (2003: 17) states that the Likert Scale can produce interval data, also by Sharma (1996: 20) states that a measurement will produce an interval scale if the distance of the category is a draw or the same. More details on the measurement scale can be specified as in table 1, below:

Table 1. Measurement of Likert Scale

Score	Meaning	Explanation
1	Very Low	If the meaning of the statement is perceived to be very low / very inappropriate.
2	Low	If the meaning of the statement is perceived to be low / inappropriate.
3	Middle	If the meaning of the statement is perceived to be quite high / quite appropriate.
4	High	If the meaning of the statement is perceived as high / appropriate
5	Very High	If the meaning of the statement is perceived to be very high it is very appropriate.

Source: Simamora (2004: 147), adapted to the context of the study.

3.1 Instrument Validity Test.

Before conducting data collection, it is necessary to test the validity and reliability of research instruments to ensure that the instruments used are valid and reliable. The validity test of the research instrument was carried out on 30 respondents of the research location. The validity test of the instrument is useful to find out whether the questions on the questionnaire can produce correct information / data, so that improvements can be made to the research instruments, or items that are not worthy of being replaced / discarded.

Testing is done by correlating the score of each item with the total score of each indicator variable, using Pearson Correlation. If the correlation coefficient (r count ≥ 0.30) then the item question is declared valid. The results of the instrument validity test on 30 respondents using the SPSS for Windows version 22 tool, to find out the instruments used in the study were valid. The research instrument is considered valid, if the value of the correlation coefficient of the question item with the total score is greater the table correlation value (rabel). Correlation test results obtained correlation coefficient values of all question items used in this study greater than 0.30 (cut off).

Table 2. Summary of Testing Results for Instrument Validity

Variable	Indicator	Simbol Item	Koefisien Korelasi	*Cut Off*	Information
Mployee Motivation (X)	Extrinsic Motivation (EM)	EM1	0,622	0.30	Valid
		EM2	0,765	0.30	Valid
		EM3	0,679	0.30	Valid
		EM4	0,782	0.30	Valid
		EM5	0,818	0.30	Valid
		EM6	0,697	0.30	Valid
	Intrinsic Motivation (IM)	IM7	0,934	0.30	Valid
		IM8	0,855	0.30	Valid
		IM9	0,785	0.30	Valid
		IM10	0,920	0.30	Valid
		IM11	0,694	0.30	Valid
Job *Involvement* (Y_1)	Job Match With the Role of Employees (IN_1)	Inv1	0,925	0.30	Valid
		Inv2	0,867	0.30	Valid
		Inv3	0,877	0,30	Valid
		Inv4	0,804	0.30	Valid
		Inv5	0,934	0.30	Valid
		Inv6	0,965	0.30	Valid
		Inv7	0,902	0.30	Valid
		Inv8	0,887	0.30	Valid
		Inv9	0,743	0.30	Valid
	Supporting Work Environment (IN_2)	Inv10	0,759	0.30	Valid
		Inv11	0,889	0.30	Valid
		Inv12	0,934	0.30	Valid
		Inv13	0,852	0.30	Valid
		Inv14	0,738	0.30	Valid
		Inv15	0,889	0.30	Valid
Commitment (Y_2)	*Affective Commitment* (AC)	Com1	0,967	0.30	Valid
		Com2	0,815	0.30	Valid
		Com3	0,897	0.30	Valid
		Com4	0,899	0.30	Valid
		Com5	0,923	0.30	Valid
	Normative Commitment (NC)	Com6	0,673	0.30	Valid
		Com7	0,783	0.30	Valid
		Com8	0,856	0.30	Valid
		Com9	0,929	0.30	Valid
	Continuance Commitment (CC)	Com10	0,856	0.30	Valid
		Com11	0,796	0.30	Valid
		Com12	0,750	0.30	Valid
		Com13	0,682	0.30	Valid

Variable	Indicator	Simbol Item	Koefisien Korelasi	*Cut Off*	Information
Job Satisfaction (Y_3)	Wage	JS1	0,827	0.30	Valid
	Promotion	JS2	0,825	0.30	Valid
	Supervision	JS3	0,686	0.30	Valid
	Compensation	JS4	0,882	0.30	Valid
	Appreciation	JS5	0,843	0.30	Valid
	Work System	JS6	0,847	0.30	Valid
	Work Partners	JS7	0,844	0.30	Valid
	Work Atmosphere	JS8	0,897	0.30	Valid
	Communication	JS9	0,806	0.30	Valid
	Work	JS10	0,810	0.30	Valid

Source: The results of the research instrument test were processed in 2018

3.2 Instrument Reliability Test.

Instrument reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. The instrument is reliable when used several times to measure the same object and produce the same data (Sugiyono, 2000). The method used is the Cronbach Alpha correlation coefficient. The research instrument was stated to be reliable if it had Cronbach Alpha ≥ 0.60. The instrument reliability test results on 30 respondents using the same program are known, that the research instrument used is reliable, because all reliability coefficient values (Cronbach's Alpha) on the variables used in this study are greater than 0.6 (cut off). All statement items in Employee Motivation Variables, Involvement, Competence, Commitment, and Job Satisfaction are stated to be reliable or consistent in measuring these variables, so that they can be used as a data collection tool in this study.

Table 3. Summary of Instrument Reliability Test Results

Variable	Amount of Item	*Cronbach's Alpha*	*Cut Off*	Information
Employee Motivation (X)	11	0,885	0.6	Reliable
Involvement (Y_1)	15	0,868	0.6	Reliable
Commitment (Y_2)	13	0,931	0.6	Reliable
Job Satisfaction (Y_3)	10	0,781	0.6	Reliable

Source: The results of the research instrument test were processed in 2018

3.3 Data Analysis Methods

Inferential Statistical Analysis with GSCA Method

Inferential statistical analysis is used in accordance with the formulation of the problem, research objectives, and the hypothesis of this study is Generalized structured component analysis (GSCA). This analysis approach uses the least square method in the parameter estimation process. GSCA was developed to avoid the shortcomings of PLS (partial least square), which is equipped with global optimization procedures and also maintains local optimization procedures (such as PLS). The GSCA method can also be applied to influences between complex variables (can be recursive and not recursive), involving higher-order components (factors) and multi-group comparisons. GSCA is a new method of component-based SEM, which can be applied to very small samples. GSCA can be used in structural models involving variables with reflective and or formative indicators.

The steps of Data Analysis with GSCA are as follows:

1) Open the GeSCA website and upload data.
2) Designing a structural model (influence between latent variables). Structural models that show the influence between latent variables based on the formulation of the problem or research hypothesis.
3) Designing a measurement model is determining the nature of the indicators of each latent variable, whether reflexive or formative.
4) Runing (calculation)
5) Construction of path diagrams in the research model.
6) Conversion of path diagrams into system equations, including:

(1) Explaining the influence of latent variables and indicators, also called the measurement model, defines the characteristics of latent variables with indicators.

(2) Explain the influence between latent variables (structural models), which describes the influence between latent variables based on the substantive theory of research. Without losing its general properties, it is assumed that latent variables and indicators or manifest variables are standardized, so that constants can be removed from the model (constant = 0).

(3) Parameter estimation. The parameter estimation method (estimation) is the least square method. The structural model and measurement model are integrated into one model, so the parameter estimation process is oriented towards minimizing the integrated residual model. Estimating parameters based on original sample data, including: Weight and Loading estimate is to get latent variable data, generally parameter estimation using eigen value and eigen vector approach. The path coefficient estimate is the coefficient of influence between latent variables, used by ALS. Parameter estimation Based on resampling data (bootstrap sample), including: Means from Weight, Loading and Path coefficient, that is, the estimated parameter is a mean from the subsample, using the bootstrap resampling method.

4 Research Result

4.1 Results of the Measurement Model (*Outer Models*)

Outer models, when a reflexive indicator is needed, an evaluation is in the form of instrument calibration, namely by checking the validity and reliability of the instrument. Employee Motivation Variable (X) has 2 indicators and eleven statement items used as parameters to measure this variable. The indicators referred to are Extrinsic Motivation (EM), and Intrinsic Motivation (IM). Clearer answers or perceptions of 154 respondents to employee motivation variable (X) revealed by employees of the State Electricity Company in Kupang Region, East Nusa Tenggara Province Indonesia, are shown in table 4.

Tabel 4. Measurement Model of Motivasi Karyawan Variable (X)

Indicator / Item	Convergent Validity		*Composite Reliability*	
	Loading Factor > 0.5		AVE > 0.5	*Alpha* ≥ 0.6
	Loading	Valid	AVE	Reliable
EM1	0.783	Valid		
EM2	0.860	Valid		
EM3	0.751	Valid		
EM4	0.877	Valid		
EM5	0.756	Valid		
EM6	0.781	Valid		
Extrinsic Motivation (EM)			**0.645**	**0.883**
IM7	0.768	Valid		
IM8	0.873	Valid		
IM9	0.836	Valid		
IM10	0.868	Valid		
IM11	0.586	Valid		
Intrinsic Motivation (IM)			**0.629**	**0.825**

Source: The results of the GSCA analysis are processed in 2019.

The results of the GSCA analysis show that all question items have a loading factor value greater than 0.5 which means valid and has an AVE greater than 0.5, has alpha greater than 0.6 which means that all indicators are valid and reliable as a measure of employee motivation variable (X).

4.2 Involvement Variable (Y_1)

The variable Involvement (Y1) has 2 indicators and fifteen statement items that are used as parameters to measure this variable. The indicators referred to are the suitability of the work with the role of the employee (IN1), and the supporting work environment (IN2). Clearer answers or perceptions of 154 respondents to involvement (Y1) variables expressed by employees of the State Electricity Company in Kupang Region, East Nusa Tenggara Province, Indonesia, as in table 5. The results of the GSCA analysis show that all question items have a value of loading factor greater than 0.5 which means valid and has AVE is greater than 0.5, has alpha greater than 0.6, which means that all indicators are valid and reliable as a measure of involvement (Y1) variables, such as in Table 5, as follows:

Table 5. Measurement Model of Involvement Variable (Y1)

Indicator / Item	Convergent Validity		*Composite Reliability*	
	Loading Factor > 0.5		AVE > 0.5	*Alpha* ≥ 0.6
	Loading	Valid	AVE	Reliable
INV1	0.841	Valid		
INV2	0.842	Valid		
INV3	0.835	Valid		
INV4	0.799	Valid		
INV5	0.864	Valid		
INV6	0.823	Valid		
INV7	0.829	Valid		
INV8	0.746	Valid		
INV9	0.674	Valid		
Job Match With the Role of Employees (IN_1)			**0.652**	**0.932**
INV10	0.793	Valid		
INV11	0.859	Valid		
INV12	0.875	Valid		
INV13	0.852	Valid		
INV14	0.786	Valid		
INV15	0.843	Valid		
Supporting Work Environment (IN_2)			**0.698**	**0.911**

Source: The results of the GSCA analysis are processed in 2019.

4.3 Variabel *Commitment* (Y_2)

Commitment variable (Y2) has 2 indicators and fifteen statement items that are used as parameters to measure this variable. The indicators referred to are Affective Commitment (AC), Normative Commitment (NC) and Continuance Commitment (CC). The clearer answers or perceptions of 154 respondents to the commitment variable (Y2) expressed by employees of the State Electricity Company in Kupang Region, East Nusa Tenggara Province Indonesia, are shown in table 6. The results of the GSCA analysis show that all question items have a loading factor greater than 0.5 which means valid and has AVE is greater than 0.5, has alpha greater than 0.6 which means that all indicators are valid and reliable as a measure of commitment variable (Y2).

Table 6. Measurement Model of Commitment Variable (Y2)

Indicator / Item	Convergent Validity		*Composite Reliability*	
	Loading Factor > 0.5		AVE > 0.5	*Alpha* ≥ 0.6
	Loading	Valid	AVE	Reliable
COMM1	0.904	Valid		
COMM2	0.784	Valid		
COMM3	0.873	Valid		
COMM4	0.891	Valid		
COMM5	0.849	Valid		
Affective Commitment (AC)			**0.742**	**0.905**
COMM6	0.899	Valid		
COMM7	0.916	Valid		
COMM8	0.931	Valid		
COMM9	0.858	Valid		
Normative Commitment (NC)			**0.813**	**0.921**
COMM10	0.918	Valid		
COMM11	0.933	Valid		
COMM12	0.700	Valid		
COMM13	0.664	Valid		
Continuance Commitment (CC)			**0.661**	**0.771**

Source: The results of the GSCA analysis are processed in 2019.

4.4 Job Satisfaction Variable (Y_3)

Job Satisfaction Variable (Y3) is measured by ten statement items that are used as parameters to measure indicators. Item / Indicator Job Satisfaction (Y3) variable, is Wage (JS1), Job promotion (JS2), Supervision (JS3), Compensation (JS4), Award (JS5), Work system (JS6), Work partner (JS7), Atmosphere work (JS8),

Communication (JS9), Employment (JS10), Clearer answers or perceptions of 154 respondents to the job satisfaction variable (Y3) expressed by employees of the State Electricity Company in Kupang Region, East Nusa Tenggara Province Indonesia, are shown in table 7, the following:

Table 7. Measurement Model of Job Satisfaction Variable (Y3)

Indicator / Item	Convergent Validity		*Composite Reliability*	
	Loading Factor > 0.5		AVE > 0.5	*Alpha* ≥ 0.6
	Loading	Valid	AVE	Reliable
JS1	0.844	Valid	**0.713**	**0.952**
JS2	0.890	Valid		
JS3	0.798	Valid		
JS4	0.862	Valid		
JS5	0.877	Valid		
JS6	0.825	Valid		
JS7	0.863	Valid		
JS8	0.911	Valid		
JS9	0.864	Valid		
JS10	0.690	Valid		
CR* = significant at 0.05 level				

Source: The results of the GSCA analysis are processed in 2019.

Results of GSCA analysis shows that all question items have a loading factor value greater than 0.5 which means valid and has an AVE greater than 0.5, has alpha greater than 0.6 which means that all indicators are valid and reliable as a measure of job satisfaction variable (Y3).

4.5 Hasil Pengujian Structural Models (*Inner Model*)

Based on theory and empirical research and structural models to explain the correlation between independent latent variables and dependent latent variables based on the substantive theory in the conceptual model of research. Inner model that defines how each independent latent variable correlates with the dependent latent variable. The influence path coefficient values between independent latent variables on the dependent latent variables, obtained through GSCA calculations and significant tests obtained through bootstrapping which also produces the value of the critical ratio (CR) equal to the value of T. Hypothesis testing is done by comparing the value of the critical ratio (CR) with the value T table in each connecting path between latent variables. Based on the results of the GSCA analysis, the hypothesis model was tested, as in table 8, as follows:

Table 8. Test Results for Structural Models (Inner Models)

Hypothesis	*Path*	*Path Coefficients*			Information	
		Estimate	SE	CR		
H1	X→Y1	0.761	0.026	29.29*	Significant	H1 Accepted
H2	X→Y2	0.109	0.045	2.41*	Significant	H2 Accepted
H3	X→Y3	0.217	0.065	3.35*	Significant	H3 Accepted
H4	Y1→Y2	0.623	0.079	7.85*	Significant	H4 Accepted
H5	Y1→Y3	0.271	0.105	2.58*	Significant	H5 Accepted
H6	Y2→Y3	0.417	0.090	4.63*	Significant	H6 Accepted
CR* = *Significant at* 0.05 *level*						

Source: The results of the GSCA analysis are processed in 2019.

5. Discussion

5.1 Discussion of Hypothesis Testing Results

The effect of employee motivation on involvement is evidenced by statistically empirical data, showing positive and significant path coefficients (see table 8). Positive path coefficient means increasing employee motivation will increase involvement. The theoretical implication of this empirical is that any increase or improvement in employee motivation will result in an increase in involvement. (Hypothesis 1 is accepted) which states that "employee motivation has a significant effect on involvement". This happens, because every employee has the motivation to be involved in doing the work, and hopes can be achieved. The findings of this study confirm the concept of the motivation theory that every highly motivated individual is always ready to do different businesses in a fairly basic role to achieve high performance (Armstrong, 2009). Motivating people to appreciate work, means understanding motivation theory and how theory can be practiced in work involvement.

The effect of employee motivation on commitment is evidenced by empirical data statistically showing

positive and significant path coefficients (see table 8). Positive path coefficient, means increasing employee motivation for commitment. The theoretical implication of empirical is that any increase or improvement in employee motivation will result in an increase in commitment. (Hypothesis 2 is accepted) which states that "employee motivation has a significant effect on commitment". This happens, because every employee has the motivation to increase the commitment needed to do the job. The findings of this study confirm the research concept of Jayakumar (2013), Alimohammadi and Neyshabor (2013), Koesmono (2014), Wahyuni (2015), Kusworo et al. (2015), Barusman and Hidayat (2017) showing that work motivation has a significant positive effect on organizational commitment. However, this study does not support Braimah's (2016) study which found that work motivation was negatively and not significantly correlated with organizational commitment. Ardana et al. (2009: 421) states that placing someone in an organization to work based on their expertise and talent, and this can increase their commitment to the organization.

The effect of employee motivation on job satisfaction is evidenced by empirical data statistically showing positive and significant path coefficients (see table 8). Positive path coefficient, means that increasing employee motivation will increase job satisfaction. The theoretical implication of empirical is that any increase or improvement in employee motivation will result in an increase in job satisfaction. (Hypothesis 3 is accepted) which states that "employee motivation has a significant effect on job satisfaction". This happens, because every employee has the motivation to increase job satisfaction needed in doing work. The findings of this study confirm Wilson's research concept (2013) explaining that work motivation has a positive and significant effect on job satisfaction and performance. However, the findings of this study do not support the findings of the study of Jusmin et al (2016), Ma'mun et al (2017) found that motivation has a negative influence on job satisfaction. Human Motivation Theory (McClelland, 1973) explains the need to achieve goals, so that people will be motivated because of the need for success (seeds for achievement), the need for affiliation and the need for power. Achievement motivation is needed by everyone to increase satisfaction and performance.

The effect of involvement on commitment is proven by empirical data statistically showing positive and significant path coefficients (see table 8). Positive path coefficient, means that increased involvement will increase commitment. The theoretical implication of this empirical is that any increase or improvement in involvement will result in an increase in commitment. (Hypothesis 4 is accepted) which states that "involvement has a significant effect on commitment". This happens, because every employee has a desire to be involved in increasing commitment in doing work. The more employees involved with a job, the more knowledge, skills and experience gained so that employees are more committed to staying in the organization and fighting for their organization. Research concept Chairuddin et al. (2015), Khalid et al. (2015) explained that work involvement has a positive and significant effect on organizational commitment. Explanation of involvement theory and organizational commitment theory that the better involvement will increase the commitment of an employee, because employees believe and accept organizational goals and values, and want to give a lot of business on behalf of the organization and have a strong desire to maintain organizational membership. Zopiatis et al. (2014) explain that work involvement affects commitment and job satisfaction. Employees who have more knowledge, experience about management and other jobs, will be more involved in work with a commitment to gain satisfaction.

The effect of involvement on job satisfaction is proven by empirical data statistically showing a positive and significant path coefficient (see table 8). Positive path coefficient, means involvement will increase job satisfaction. The theoretical implication of empirical is that any increase or improvement in involvement will result in an increase in job satisfaction. (Hypothesis 5 is accepted) which states that "involvement has a significant effect on job satisfaction". This happens, because every employee has a desire to be involved in doing work to increase job satisfaction. The findings of this study confirm the concept of Riipinen (1994) states that individuals who have a higher level of involvement, will use more time and effort to work to obtain satisfactory results. When employees feel satisfied with work and the surrounding environment, it will show a higher level of work involvement.

The effect of Commitment on job satisfaction is proven by empirical data statistically showing positive and significant path coefficients (see table 8). Positive path coefficient, means that increased commitment will increase job satisfaction. The theoretical implication of empirical is that any increase or improvement in commitment will result in an increase in job satisfaction. (Hypothesis 6 is accepted) which states that "commitment has a significant effect on job satisfaction". This happens, because every employee has a commitment to do work to improve job satisfaction. The findings of this study confirm the research concept of Allan and Meyer (2009), Wilson (2013). Çelik et al. (2015) explained that organizational commitment has a significant positive effect on job satisfaction. If employees are given the opportunity to be more involved in organizational activities, organizational commitment and job satisfaction increase, so employees are more enthusiastic and feel more satisfied. Understanding this achievement commitment, supported by several previous studies, that organizational commitment has a positive and significant effect on job satisfaction

5.2 Discussion of the Overall Research Model

Overall model testing involving measurement models and structural models based on GSCA calculations and

significant tests obtained through Bootstrapping. The FIT value shows the predictive value-relevance of the total variance explained by all variables in the structural model. FIT values range from 0 to 1. The closer to number 1, the variance of all variables in the model can explain a lot of information by empirical data.

The AFIT value (adjusted FIT) is almost the same as FIT, but has taken into account the complexity of the model. AFIT can be used to compare existing models. Considering that the more variables in the model will affect the FIT value, the greater the diversity of data, and the more complex the model so that to adjust to the existing variables can use the corrected FIT (AFIT).

Based on the results of the GSCA analysis, the FIT value of 0.701 implies that dependent latent variables can be explained by independent latent variables in the structural model of 70.1%, or in other words the model can explain empirical phenomena by 70.1% with data in the variables studied, while the remaining 29.9 % is explained by other variables that have not been included in the research model and errors.

Considering that the more variables in the model will affect the FIT value, the greater the diversity of data, and the more complex the model so that to adjust to existing variables can use AFIT (adjusted FIT). The AFIT value of 0.698 implies that the dependent latent variable can be explained by the independent latent variable in the model at 69.8% percent, or the model can explain empirical phenomena of 69.8% with the data in the studied variable, while the remaining 30.2% is explained by variables that have not been included in the research model and error.

Overall the model estimates this research, as in Figure 5.2 shows that, first, employee motivation strongly influences involvement (X-> Y1) which is 0.761 or 76.1%. This means that employee motivation is a determinant of involvement. Second, involvement affects commitment (Y1-> Y3), which is 0.623 or 62.3%. This means involvement is a determinant of commitment. Third, commitment affects job satisfaction (Y3-> Y4), which is 0.417 or 41.7%. Fourth, involvement influences job satisfaction (Y1-> Y4), which is 0.271 or 27.1%. Fifth, employee motivation affects job satisfaction (X-> Y3), which is 21.7%. Sixth, employee motivation affects (Y1-> Y2) which is 0.109 or 10.9%.

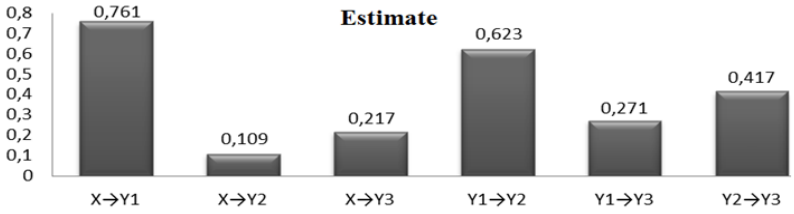

Figure 2. Model Estimate Graph

Source: Data table 8 the structural test result of the model are processed in 2019

5.3 Limitations of Research

Based on the results of the conceptual model test that has been carried out, it can be seen that information can be disclosed through testing the overall structural goodness of fit. This research model shows that employee motivation, involvement, competence, and commitment can explain job satisfaction by 69.8%, while the remaining 30.2% is explained by other variables that have not been included in the research model and errors which are limitations. So the limitations of this research model are 30.2%% which can be explained by other variables that have not been included in this research model.

The limitation of this study is that there are still other variables not included in this research model so that not all information can be disclosed through data collected and analyzed. This study only uses primary data sourced from respondents as employees of the State Electricity Company in Kupang Region, East Nusa Tenggara Province, Indonesia.

6. Conclusions

Based on the description and discussion of the research findings it is concluded as follows:

The effect of employee motivation on involvement is proven by statistically empirical data, showing positive and significant path coefficients. Positive path coefficient means increasing employee motivation will increase involvement. The theoretical implication of this empirical is that any increase or improvement in employee motivation will result in an increase in involvement. This research accepts the hypothesis which states that "employee motivation has a significant effect on involvement". This happens, because every employee has the motivation to be involved in doing the work, and hopes can be achieved.

The effect of employee motivation on commitment is proven by empirical data statistically showing a positive and significant path coefficient. Positive path coefficient, means increasing employee motivation for commitment. The theoretical implication of empirical is that any increase or improvement in employee motivation will result in an increase in commitment. This research accepts the hypothesis which states that "employee motivation has a

significant effect on commitment". This happens, because every employee has the motivation to increase the commitment needed to do the job.

The effect of employee motivation on job satisfaction is proven by empirical data statistically showing a positive and significant path coefficient. Positive path coefficient, means that increasing employee motivation will increase job satisfaction. The theoretical implication of empirical is that any increase or improvement in employee motivation will result in an increase in job satisfaction. This study accepts the hypothesis which states that "employee motivation has a significant effect on job satisfaction". This happens, because every employee has the motivation to increase job satisfaction needed in doing work.

The effect of involvement on commitment is proven by empirical data statistically showing positive and significant path coefficients. Positive path coefficient, means that increased involvement will increase commitment. The theoretical implication of this empirical is that any increase or improvement in involvement will result in an increase in commitment. This study accepts the hypothesis which states that "involvement has a significant effect on commitment". This happens, because every employee has a desire to be involved in increasing commitment in doing work. The more employees involved with a job, the more knowledge, skills and experience gained so that employees are more committed to staying in the organization and fighting for their organization.

The effect of involvement on job satisfaction is proven by empirical data statistically showing a positive and significant path coefficient. Positive path coefficient, means involvement will increase job satisfaction. The theoretical implication of empirical is that any increase or improvement in involvement will result in an increase in job satisfaction. This study accepts the hypothesis which states that "involvement has a significant effect on job satisfaction". This happens, because every employee has a desire to be involved in doing work to increase job satisfaction.

The effect of commitment on job satisfaction is proven by empirical data statistically showing a positive and significant path coefficient. Positive path coefficient, means that increased commitment will increase job satisfaction. The theoretical implication of empirical is that any increase or improvement in commitment will result in an increase in job satisfaction. This study accepts the hypothesis which states that "commitment has a significant effect on job satisfaction". This happens, because every employee has a commitment to do work to improve job satisfaction.

7. Recommendations

7.1 Recommendations for Advanced Research

Based on the discussion of the findings and limitations of this study that have been described in the previous section, it is suggested that future research is as follows: Future research can add other variables that have not been included in this research model, to obtain a more comprehensive research model.

7.2 Recommendations for Companies

The contribution of this research is for companies or organizations, especially the State Electricity Company in the Kupang Region, East Nusa Tenggara Province of Indonesia. The results of this study are expected to provide useful input in making decisions or policies in the field of personnel to consider employee motivation and expectations, involvement, commitment and job satisfaction in ensuring the survival of organizations or companies and workers. Practically for companies and governments it is recommended as follows:

1) The Companies must pay attention to things that can arouse employee motivation, both intrinsic and extrinsic motivation. Motivation of employees in doing work will be very decisive to get involved really work. Motivation of employees will determine to truly commit to the organization or company and work wholeheartedly for the progress of the organization. Employee motivation will determine satisfaction in working wholeheartedly for the progress of the organization.
2) The Companies must pay attention to things that can increase employee involvement in work. Employee involvement will determine whether really committed to the organization or company and work wholeheartedly for the progress of the organization. Employee involvement will determine satisfaction in working wholeheartedly for the progress of the organization.
3) The company must pay attention to matters that can increase employee commitment in working wholeheartedly for the progress of the organization. Employee commitment in work will determine employee satisfaction in working for the progress of the organization, so that the goals of the organization or company can be achieved. Satisfaction in work is very important and is the hope of all workers.

7.3 Recommendations for the Government

The contribution of this study recommends the government as a regulator in the development and utilization of human resources. The results of this study provide input information that is useful in making decisions or policies in the field of personnel to consider motivation and expectations of employees, involvement, commitment and satisfaction in working to ensure the survival of organizations or companies and workers. The Ministry of

Manpower is expected to increase knowledge in terms of selecting and making effective and efficient labor regulation decisions in Indonesia, as well as benefiting all parties involved, because labor is a strategic resource that has the highest benefits in competitive advantage.

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Appendix: Research Questionnaire

PERCEPTION OF RESPONDENTS

Instructions

Choose one of the alternative answers that you think is best suited to the conditions. Selection is done by giving a check mark (√) to the available answer choices. Information:

1 = Strongly Disagree (SD)
2 = Disagree (DIS)
3 = Doubtful (DB)
4 = Agree (A)
5 = Strongly agree (SA)

NO	STATEMENT	ANSWER				
		SD	DIS	DB	A	SA
		(1)	(2)	(3)	(4)	(5)
I	**EMPLOYEE MOTIVATION**					
1	My company provides fair salaries and salary increases.					
2	I received security at work					
3	My company provides fair promotion opportunities, and must be based on performance or achievement.					
4	I received respect from colleagues					
5	I received praise from my boss					
6	I received praise from friends from work colleagues					
7	I am looking for satisfaction from my job.					
8	I can develop skills.					
9	I got the opportunity to learn and gain knowledge.					
10	I am happy and try to be more accomplished.					
11	I have the freedom to work.					
II	**JOB INVOLVEMENT**					
1	At this company, I feel excited to do my job.					
2	At this company, I feel strong and able to do my job.					
3	I can continue working for a very long time.					
4	I found work that I did full of meaning and purpose.					
5	I am enthusiastic about my work.					
6	I am proud of the work I do.					
7	For me, my job is fun.					
8	Time passed when I was working.					
9	I have a lot of work to do every day.					
10	I don't like leaving work before it's finished.					
11	The space allocated for doing work is very pleasant.					
12	My workplace is very clean.					
13	There is enough work space.					
14	My work environment is quiet and very quiet at work.					
15	The environment of the work is relaxing and interesting visually.					
III	**ORGANIZATIONAL COMMITMENT**					
1	I work hard for the organization					
2	I have the freedom to work for the organization					
3	I have loyalty towards the organization					
4	I am proud of the organization					
5	I always promote the organization					
6	I focus on the vision and goals of the organization					

NO	STATEMENT	ANSWER				
		SD	DIS	DB	A	SA
		(1)	(2)	(3)	(4)	(5)
7	I am positive about the organization					
8	I always care about the organization					
9	I work with all parties					
10	I provide a long time in the organization					
11	I use maximum energy to work in the organization					
12	I maintain health to work in organizations					
13	I guarantee the welfare of the organization					
IV	***JOB SATISFACTION***					
1	I am satisfied with the salary and salary increase given by the company.					
2	I am satisfied with the working conditions in the company.					
3	I am satisfied with career advancement or career promotion.					
4	I am satisfied with the boss at the company.					
5	I am satisfied with the compensation given by the company.					
6	I am satisfied with rewards by the company.					
7	I am satisfied with the regulations and procedures in the company.					
8	I am satisfied with colleagues in the company.					
9	I am satisfied with the type of work in the company.					
10	I am satisfied with communication at the company.					

*** Thank you for your participation ***