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# The Effect of Job Satisfaction and Work Motivation on Organizational Commitment and Organizational Citizenship Behavior in BNI in the Working Area of Bank Indonesia Lhokseumawe

The Effect  
of Job  
Satisfaction

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## Abstract

**Purpose** – The purpose of this research is discuss and analyze job satisfaction, work motivation and organizational commitment toward organizational citizenship behavior in BNI in the working area of Bank Indonesia Lhokseumawe. The performance of BNI is closely related to the performance of BNI employees. BNI employee performance is the result achieved in a given period based on monitoring in BNI Lhokseumawe.

**Design/Methodology/Approach** – the method of data analysis with measurement model analysis and structure model analysis are for analysis and quantitative descriptive explanatory survey study was to analyze the influence job satisfaction and work motivation on organization Commitment and work motivation and the organization's commitment on organization citizenship behavior of an employee on PT. Bank BNI the Regional Bank Indonesia Lhokseumawe.

**Finding** – this research utilizes analysis was SEM (Structural equation modeling) using Amos, the method of data analysis with measurement model analysis and structure model analysis. The test results showed that simultaneous that the job satisfaction effect on the work motivation and then job satisfaction effect on the organizational commitment and work motivation has not effect on organization commitment and then work motivation and the organization commitment.

**Research limitations/Implication** – effect on organizational citizenship behavior on Bank BNI the Regional Bank Indonesia Lhokseumawe.

**Keywords** Job Satisfaction, Work Motivation, Organization Commitment and Organizational Citizenship Behavior

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## 1. Introduction

The performance of BNI is closely related to the performance of BNI employees. BNI employee performance is the result achieved in a given period based on monitoring in BNI Lhokseumawe, BNI Bireuen, and BNI Langsa or under the supervision of the Bank Indonesia, Lhokseumawe. The phenomenon of employee job satisfaction can be seen from the work done by every employee in the form of financial and non-financial transactions at BNI in the working area of Bank Indonesia Lhokseumawe which is quite satisfying perceived by every employee. However, there are still less unpleasant jobs that faced by employees caused by customer complaints like angry customers, talkative customer, impatient customers, demanding customer, indecisive customer, and intimidating customers. Work motivation of BNI employee is good enough in dealing with many problems. The ability of the employees who is always working to prevent customer complaints by understanding and fulfilling the customer expectations and resolving complaints that occur. Another phenomenon is the promotional opportunities for the employees of BNI in the working area of Bank Indonesia Lhokseumawe that is still unsatisfactory. It can be seen from a lot of employees who occupy positions but are constrained to transfer to another place. Employee transfer in certain position needs time that makes them less productive of daily routine work.

This article will discuss and analyze job satisfaction, work motivation, organizational commitment and organizational citizenship behavior in BNI in the working area of Bank Indonesia Lhokseumawe. BNI is a business entity that processes resources to produce products in the form of goods and services needed by people. BNI is a business entity raising funds from people in the form of savings and channeling it back to the people in order to improve peoples' lives. The performance of BNI is closely related to the performance of BNI employees. BNI employee performance is the result achieved in a given period based on monitoring in BNI Lhokseumawe, BNI Bireuen, and BNI Langsa or under the supervision of the Bank Indonesia, Lhokseumawe.

## 2. Methods

Data collection method used in this research is by using a questionnaire, which is a set of written questions to get information from the respondent (Malhotra, 2007). The measurements are Likert Scale where each statement has an answer interval of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). Theory on job satisfaction of bank employee can feel his job whether fun or not fun to do, in an organization of banking industry in doing its functions and serving the community especially in the field of financial services, employee satisfaction in performing everyday tasks are indispensable. There are some definition of job satisfaction Luthans (2006) says "a comprehensive definition of job satisfaction as involving cognitive, affective, and evaluative reactions or attitudes and state it is "a pleasurable or positive emotional state the resulting from the appraisal of one's job or job experience". Job satisfaction is a result of the employees' perception of how well their job provides those things that are viewed as important..

According to Robbins (2013), job satisfaction is a positive feeling about the work as a result of the evaluation of the characteristics. Luthans (2011) defines job satisfaction as a result of employee perceptions of how well their work delivers what is important. According to Rival (2004), job satisfaction is an evaluation that describes someone feeling of happiness/ unhappiness, satisfied/unsatisfied at work. Organizational commitment is an important employee behavior in the banking industry which can be used to assess employee propensity to survive in banking institutions as an employee who is loyal to the organization. According to Luthans (2011), organizational commitment is an attitude that

reflects an employee loyalty to the organization and the ongoing process in which the members of the organization express their attention to the organization and its sustainable success and progress. According to Robbins (2013), organizational commitment is a high employee involvement which means taking sides in the individual particular job, while high organizational commitment means favoring the organization that recruits the individual.

Theories on Organizational Citizenship Behavior (OCB). The conceptual framework is an explanation to a dual relationship or a relationship with the theory of important factors that have been known for a particular reason. The conceptual framework of this research is built on the views of experts theoretically and empirically the previous research on the relationship work motivation and organization citizenship behavior and performance of employees at Bank Syariah Aceh Lhokseumawe.

### 3. Finding and discussion

#### 3.1. General description

Established in 1946, BNI is formerly known as Bank Negara Indonesia is the first bank established and owned by the Government of Indonesia. Bank Negara Indonesia began distributing the first official payment instrument issued by the Government of Indonesia, ORI or Ocean of the Republic of Indonesia, on the eve of October 30, 1946, only a few months after its formation. Until now, the date is celebrated as National Financial Day, while the day of its founding which falls on July 5 is designated as National Bank Day.

#### 3.2. Research result

Exogenous constructs Confirmatory Factor Analysis

The results of Confirmatory Factor Analysis for exogenous constructs in Figure 1 were used to test unidimensional indicator forming latent constructs above. It shows the value of the model results is not in accordance with the criteria of goodness of fit, especially the indicator KK5 loading factor of 0.14 < 0.50 and it should be dropped from the CFA model.

Exogenous constructs of Confirmatory Factor Analysis after Indicator Drop

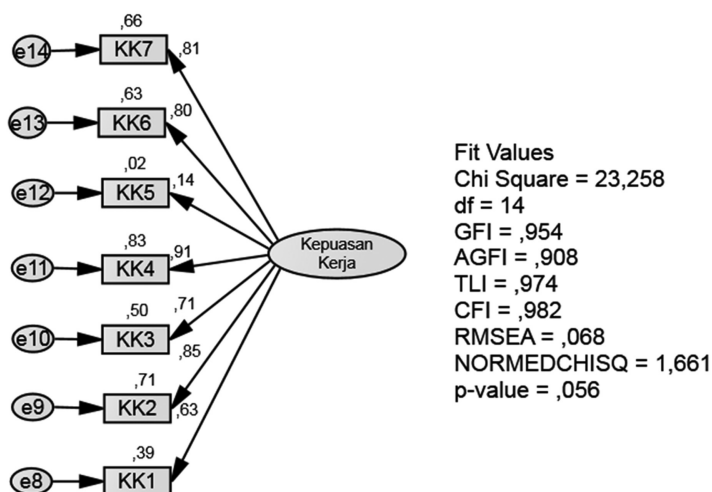
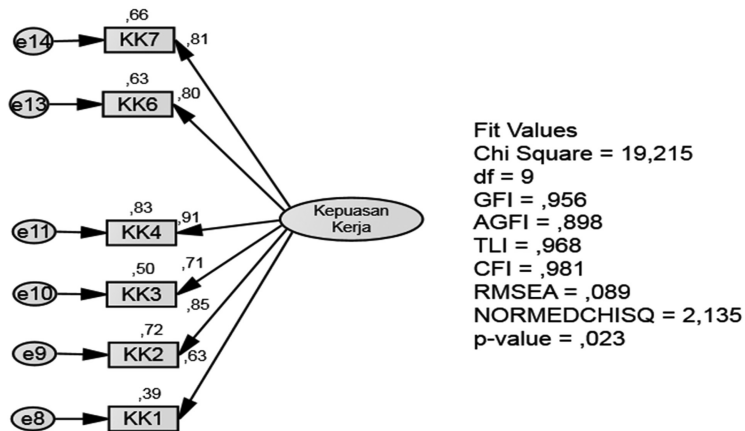


Figure 1.  
CFA Exogenous  
Constructs

**Figure 2.**  
CFA Constructs  
Exogenous After  
Indicator Drop



Source: Amos data processing (2017)

The results of Confirmatory Factor Analysis for exogenous construction (Figure 2) are used to test unidimensional indicator forming latent constructs indicators above. It demonstrates the value of the model results is in accordance with the criteria of goodness of fit so that the model can already be analyzed further.

#### 4. Conclusion

Based on data analysis and discussion of some of the things can be summed up as follows:

- (1) The Effect of Job Satisfaction on Work Motivation is received and obtained that the path coefficient of job satisfaction variable on work motivation of 0.199 with  $P 0.035 < 0.05$ . So, it can be concluded that job satisfaction has a positive and significant impact on BNI employee motivation in working area of Bank Indonesia Lhokseumawe. The results of this study support The Effect of Job Satisfaction on Organizational Commitment is that the path coefficient of job satisfaction variable to the organizational commitment of 0.227 with  $P 0.028 < 0.05$ . So, it can be concluded that job satisfaction has a positive and significant impact on organizational commitment of BNI employees in working area of Bank Indonesia Lhokseumawe. The results of this study support (Tania *et al.*, 2013) in their study on the coefficient correlation between job satisfaction and organizational commitment that show a positive relationship. According to Darmawati *et al.* (2013), job satisfaction has a positive and significant effect on organizational commitment.
- (2) The Effect of Work Motivation on Organizational Commitment is rejected and obtained that the path coefficient of work motivation variable does not affect the organizational commitment of 0.370 with  $P 0.088 > 0.370$ . So, it can be concluded that job satisfaction does not affect the organizational commitment of BNI employee in working area of Bank Indonesia Lhokseumawe. The results of this study support (Tania *et al.*, 2013) in the research on the coefficient correlation between work motivation and organizational commitment that shows a positive relationship. According to Dewi (2010), work motivation has a positive and

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significant impact on organizational commitment. The employee motivation is good, but it needs to be improved in terms of employee appreciation, career development, and welfare that can improve employee commitment to the organization in the future. Currently, the relationship between motivation and commitment is very low, so that the bank management is needed so that employee motivation is improved that will affect organizational commitment and social behavior (OCB). It will also be maintained in order to improve organizational performance.

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