Analysis of Job Satisfaction Through Motivation, Leadership and Organizational Commitment

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ABSTRACT

This study aims to analyze the effect of motivation, leadership and organizational commitment on employee job satisfaction at PT Rittindo in Bekasi. This research was conducted using probability sampling method with simple random sampling type. Researchers distributed questionnaires to 92 employees of PT Rittindo. Data analysis using Smart PLS analysis. The concluded that motivation, leadership and organizational commitment have a significant effect on employee job satisfaction at PT Rittindo in Bekasi.

INTRODUCTION

Human resources are an important asset in an organization, because they are the source that controls the organization and maintains and develops the organization in the face of various demands of the times, therefore human resources must be considered, maintained and developed. Human resources need to be developed continuously in order to obtain quality human resources in the true sense, namely the work carried out will produce something desired. Quality human resources are not only smart but must also fulfill all the qualitative requirements required of the job so that the work assigned to them can be completed properly in accordance with existing plans.Currently, employee job satisfaction is one of the topics that is always interesting and considered important, both by scientists and practitioners, precisely because job satisfaction is seen as affecting the running of the organization as a whole. Every organization has a goal to achieve the best possible performance. Improving organizational performance must strive to increase the satisfaction of organizational members. Many things are done by companies to fulfill employee desires with the aim of increasing their productivity and also maintaining employee job satisfaction. Satisfied employees will work without burden and give more effort to their work, and are loyal to the company and its leaders. Companies can pay less attention to the needs and desires of their employees, so job satisfaction decreases. This in turn causes many problems at work such as decreased employee discipline, high employee turnover and drastically reduced company performance. This is very detrimental to the company, because the company has to incur various costs, for example severance pay, and recruitment of new employees which costs a lot of money. According to Timothy (2016: 244) job satisfaction is a pleasant state experienced by individuals in the organization by various things that cause it.

Many factors commonly affect employee job satisfaction, and are interrelated. Factors that affect employee job satisfaction include motivation, leadership, and organizational commitment (Joharis, 2017). In companies, providing motivation for employees is an important aspect in increasing employee job satisfaction. If employee job satisfaction is fulfilled, it is not impossible that the performance produced by employees will be maximized (Mustaqim, 2016).

According to Darmadi (2018: 125), motivation is the basic impetus that drives a person to behave. In this case motivation is a series of encouragements formulated deliberately by the company to employees so that they are willing to sincerely carry out certain behaviors that have an impact on improving performance in the context of achieving the company that has been previously set. Motivation is a driving force and encourages individuals to carry out activities to achieve a goal. Motivation can come from within oneself or the encouragement of others. In an organization, a leader must be able to motivate employees, a leader must be able to increase morale and passion, must be able to improve work performance, must be able to minimize errors that may occur, must be able to minimize conflict in the organization and must be able to create work productivity and increase job satisfaction (Darmadi, 2018: 130). So a leader has a big role in motivating his employees. With the motivation in employees, of course, it will make them work seriously, diligently, passionately and have high morale, this will affect work results. Good work results will affect the level of job satisfaction.

Apart from motivation, what can increase job satisfaction is leadership (Pally and Septyarini, 2022). Leadership has a central role in organizational and group life. To achieve common goals, people in the organization need to build togetherness by following the control of their leaders. With this control, differences in desire, will, will, feelings, and needs are brought together to be moved in the same direction. This means that in every organization, individual differences are used to achieve the same goal as leadership activities (Akmal & Azliyanti, 2023; Iskamto, 2022, 2023; Syahsudarmi, 2022; Turmudhi & Ristianawati, 2023). Hasibuan (2019, 170) explains that leadership is the way a leader influences the behavior of subordinates so that they want to work together and work productively to achieve organizational goals So a leader must be able to influence his subordinates to act in accordance with the company's vision, mission and goals. Leaders must be able to provide insight, generate pride, and foster respect and trust from their subordinates. An effective leader is a leader who recognizes the important power contained in individuals. Each individual has different needs and desires. Each individual has a different level of expertise. Leaders must be flexible in understanding all the potential possessed by individuals and the various problems faced by these individuals. By taking this approach, leaders can implement all organizational rules and policies and delegate tasks and responsibilities appropriately. This is in line with efforts to foster organizational commitment from employees. Leaders can later increase employee satisfaction (Ananda et al., 2024; Handayani & Pendrian, 2023).

No less important aspect is the attitudes related to the workers themselves (work-releated attitudes) "work - releated attitudes" one of which is the commitment of an employee to the organization that employs him. Schermerhorn, et al., (2011: 72) states commitment as an individual's loyalty to the organization. The importance of the role of organizational commitment, so that some organizations dare to include elements of commitment as one of the conditions for holding a position or position offered in job advertisements. Although organizational commitment plays an important role, it is not uncommon for employers and employees to still not understand the meaning of commitment seriously. Even though this understanding is very important in order to create conducive working conditions, so that the company can run efficiently and effectively. The creation of conducive working conditions and being able to produce efficient and effective performance can increase employee job satisfaction. According to Soekidjan (2009: 36) explains that in general a strong commitment to the organization is proven, increasing job satisfaction, reducing absenteeism and improving performance. Based on the

background described above, the researcher is interested in conducting further and deeper research on the influence of motivation, leadership and organizational commitment on employee job satisfaction at PT Rittindo in Bekasi.

LITERATURE REVIEW

An overview of the theory used to explain the relationship between variables and job satisfaction is the Attribution Theory. Attribution theory explains the surrounding situation that causes a person's behavior in social perception called dispositional attributions and situational attributions. Dispositional attributions are internal causes that refer to personal attributes, such as personality, self-perception, ability, effort, and motivation. While situational attributions are external causes that refer to environmental attributes, such as social conditions, social values, rules, weather, and community views.

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Afandi (2018: 73). Handoko (2020: 193) defines "job satisfaction is an employee's income that is pleasant or not about his job, the feeling is seen from the employee's good behavior towards work and all things experienced in the work environment". According to Hasibuan (2019: 202) "Job Satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in work morale, discipline and work performance ". According to Irawan and Ie (2022) "job satisfaction is an emotional state, description, feelings and attitudes of a person towards his job, both positive feelings (satisfied) and negative feelings (dissatisfied) with his job." Based on Discrepancy Theory, a person's job satisfaction is strongly influenced by the extent of the calculation between what is expected (das sollen) and the reality he feels (das sein). Individuals will feel satisfaction at work if there is no significant difference between the desired and perceived results because the minimum limit has been met properly. If it turns out that what is obtained is greater than expected, individuals can feel satisfaction. However, if the type of person who is a moralist who upholds moral values, it may not cause satisfaction (Wexley and Yukl in Fattah; 2017: 67). Meanwhile, based on Equity Theory, that people feel satisfied or dissatisfied, depending on whether they feel there is justice or not to a situation. Feelings of equity and inequity over the situation, obtained by people by comparing themselves with other people in the same class, office or elsewhere (Wexley and Yukl in Fattah; 2017: 67).
Five Dimensions of Job Satisfaction according to Fattah (2017: 68), namely:

1) Work, namely the level of work, including the high and low level of work, opportunities for development, including challenging work to stimulate employees to use their knowledge.

2) Compensation, which is adequate payment, including salary in accordance with expectations, bonuses, holiday allowances.

3) Promotion, namely the opportunity to be promoted, including job transfers to higher positions for those who excel.

4) Supervision, namely supervisor supervision, top and subordinate relationships, supervisor guidance and direction.

5) Coworkers, namely social relationships among employees, suggestions from coworkers, emotions and work situations.

Work Motivation

According to Robbins and Judge (2018: 222), "Motivation is a process that explains the strength, direction, and perseverance of a person in an effort to achieve goals" According to Sutrisno (2013: 75), "motivation is a factor that encourages a person to carry out a certain activity and as a factor driving a person's behavior". Motivation is an encouragement that exists within a person to achieve his ideals, goals and objectives, so that every employee in a company needs motivation. Employee motivation is an important factor for an organization. Motivating and encouraging employees increases their enthusiasm for their work and helps them achieve results that are in line with the organization's goals in achieving the set goals, so that employees feel satisfied at work. According to Robbins and Judge (2018: 222), "Motivation is a process that explains the strength, direction, and persistence of a person in an effort to achieve goals"" Meanwhile, according to Darmadi (2018: 125): "Motivation is a force, both from within and from outside that encourages a person to achieve certain predetermined goals".

According to research by Pally and Septyarini (2022), motivation affects employee job satisfaction. If employees are motivated, they will automatically approach their work with seriousness, enthusiasm, and passion, which will affect their subsequent performance. Work achievements that exceed goals will affect job satisfaction. Then Lang, et al. (2021) also conducted research on the effect of leadership, motivation and organizational commitment on job satisfaction. The results of his research show that motivation affects employee job satisfaction. In research by Franedy and Kadang (2020) also concluded that motivation affects job satisfaction. Mukrodi and Komarudin (2017) also stated that motivation has a positive effect on employee job satisfaction. This means that the better motivated employees are, the more employee job satisfaction will increase. In addition, in the research of Gheitani et. al. (2018) concluded that motivation has a significant effect on job satisfaction. Of course, motivating employees will make them work earnestly, enthusiastically, ambitiously, and with high morale, which will affect their work performance. Good work performance affects job satisfaction.

Thus the authors submit the following hypothesis:

H1: There is a significant effect of motivation on employee job satisfaction.

Leadership

Leadership in an organization is a determinant of the success or failure of an organization. Successful leadership shows successful organizational leadership. According to Hasibuan (2019, 170) leadership is "the way a leader influences the behavior of subordinates so that they want to work together and work productively to achieve organizational goals". Soekarso and Iskandar (2015: 58) state "Leadership is a process of social influence in interpersonal relationships, decision making, and goal achievement".

Research by Junaidi and Kadang (2021) concluded that leadership affects employee job satisfaction. A leader is the originator of goals, plans, directs, and manages all company resources to achieve the desired goals. If employees are not satisfied with their jobs, their bosses, or their companies, they cannot provide good service and efficiency. Employee satisfaction and dissatisfaction are under the control of management. Job satisfaction works well when management can adapt to situations and circumstances. In this case, corrective action can be taken to further improve employee satisfaction. Bunawan and Turangan (2021) in their research also concluded that leadership affects job satisfaction. Company leaders must be able to organize the mindset of their employees so that they follow whatever work they do and work in accordance with applicable norms and rules. Then Tarjo, et al (2022) also conducted research on the effect of leadership and work motivation on job satisfaction, the results showed that leadership affects employee job satisfaction. Dessyarti (2018) also stated that leadership has a positive effect on employee job satisfaction. Therefore, it can be concluded that leadership affects employee job

satisfaction. Of course, if the leader has the ability to lead, the leader can easily motivate his subordinates to achieve organizational goals, and employees will be satisfied if they can achieve them well. In research by Huynh and Hua (2020) concluded that leadership has a significant effect on job satisfaction. Leaders have a good understanding of the needs of their employees, good management and clear responsibilities by superiors determine work motivation, and employee satisfaction leads to high motivation. Based on the above, the author proposes a hypothesis:

H2: There is a significant effect of leadership on employee job satisfaction.

Organizational Commitment

Robbins and Judge (2018: 125) define organizational commitment as, a state where an individual stands on the side of the organization and has the purpose and motivation to maintain the organization. According to Darmadi (2018: 201) states that: "Organizational commitment is the competence of individuals in binding themselves to the values and goals of the organization".

So it can be concluded that commitment to the organization is a condition that shows the psychological commitment of an employee to be loyal and contribute to the organization. The more loyal employees are at work, the greater their commitment to the organization. In research conducted by Darmawati and Marnis (2017) found that organizational commitment has a significant effect on employee job satisfaction. The higher the employee's commitment to the organization indicates that the employee is satisfied with his job. Dessyart's research (2018) revealed that organizational commitment affects employee job satisfaction. Junaidi and Kadang (2021) also stated that organizational commitment has a positive effect on employee job satisfaction. Commitment reflects the seriousness of an employee in carrying out his duties and responsibilities. A high level of commitment has a positive impact on employee job satisfaction.

In research by Saha and Kumar (2018) concluded that organizational commitment affects job satisfaction. Strong organizational commitment increases job satisfaction, reduces absenteeism and improves performance.

From the description above, the authors formulate the following hypothesis:

H3: There is a significant effect of commitment on employee job satisfaction

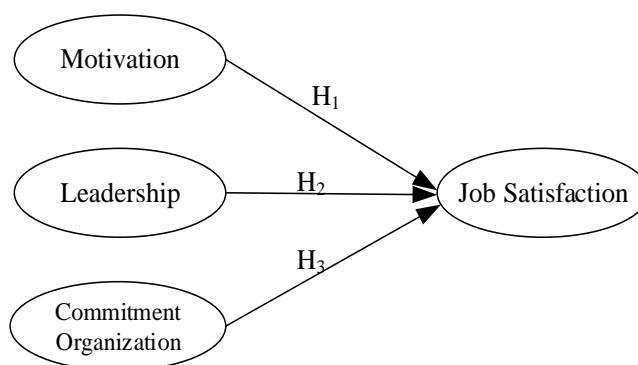The influence between variables can be described in more detail through the following research model:

Figure 1: Research Model

METHOD

The research design uses a quantitative approach with the type of research used in this study is causality research, namely the research design is structured with the aim of explaining the effect of the treatment variable on the dependent variable through a hypothesis testing process using structure equation modeling (SEM) with the help of the SmartPLS 3.0 program. To fulfill the research objectives and answer the research questions in this study, researchers will use the survey method as a research strategy and the data sources used in this study include all 116 employees of PT Rittindo.

Primary data in this study were collected by distributing online questionnaires using Google form to all employees, and those who sent back questionnaires that had been filled in completely by the respondents were 92 questionnaires, so the subjects of this study totaled 92 people to be used as research samples.

To be able to support this questionnaire, the researcher used a Likert scale, the Likert scale is stated as an ordinal scale because the alternative responses are categorical which are expressed in five categories, namely (1) strongly disagree, (2) disagree, (3) Neutral, (4) agree and (5) strongly agree. It is stated as an ordinal scale because the word 'strongly' in the alternative response indicates a ranking, level. Therefore, the treatment of scores that can be obtained through the Likert scale as a nominal or ordinal scale is not a problem (Aritonang, 2007: 183). The indicators of the variables measured in this study are as follows:

Tabel 1: Operational Variables

Variable	Dimensions	Indicator	Measurement Scale
Motivation (X1)	Physiological Social	• Earn a salary sufficient to meet basic needs. • Provision of work facilities. • Provision of work facilities.	Ordinal
	Sense of security	• Guarantee of safe work environment. • Security support in carrying out work.	Ordinal
	Social	• Relations between employees. • Support from fellow employees. • Employee relations with related units.	Ordinal
	Award	• Incentives. • Leadership awards.	Ordinal
	Self-actualization	• Actualization of employee professionalism. • Actualization of employee accountability.	
Leadership (X$_2$)	Employee oriented leader	• Superiors prioritize the needs of their employees. • Superiors receive and pay attention to input and information from employees in making decisions. • Superiors try to develop a more family atmosphere in the work environment.	Ordinal
	Production Oriented Leader	• Superiors always give advice on performance to employees. • Superiors set high performance standards. • Superiors always motivate employees to work optimally.	Ordinal

commitment Organization (X3)	*Affective Commitment*	• Have an emotional attachment to the company. • Feel like part of the family in the company. • Feeling that working at the company is a choice. • Have pride while working for the company.	Ordinal
	Continuance Commitment	• Feeling a financial loss if you have to leave the company. • Feel like the company is able to meet my needs. • Feel like I will stay in the company throughout my career. • Employees have no other choice but to work in the company.	Ordinal
	Normative Commitment	• Have high loyalty to the company. • Feeling happy while working at the company. • Feeling happy while working in the company. • Feeling a strong obligation to the company.	Ordinal
Job Satisfaction (Y)	Work	• The work given can be done well. • Work according to the skills you have.	Ordinal
	Compensation	• The salary received is in accordance with the job position. • I am happy with the results I have obtained from my work so far.	Ordinal
	Promotion	• Opportunity to get promoted is very big. • Organizational leaders always recommend their subordinates who excel to be promoted.	Ordinal
	Superviso	• Leaders handle subordinates properly. • Leaders treat all their subordinates fairly.	Ordinal
	Co-Worker	• Feel happy in socializing with co-workers. • Feel highly valued in the work environment.	Ordinal

Source: Fattah (2017), Robbins dan Judge, (2019) dan Utaminingsih (2014).

Data processing is carried out on the inner model to test the hypothesis that has been generated. Before hypothesis testing, first test the relationship between constructs by looking at the R-square (R^2) value, Q-square (Q^2) test and GoF (Goodness of Fit) value. Furthermore, hypothesis testing, to see the effect

that occurs see (positive / negative) from the resulting coefficient, and use t-statistics> 1.645 (hypothesis is not rejected) and p-values <0.05 (significant hypothesis) (Ghozali, 2014: 50).

RESULT AND DISCUSSION
Description of Research Subjects

In this description of the research subject, the characteristics of the respondents are described, which can be seen from the gender, age, latest education and tenure of the respondents.

Table 2: Characteristics of Respondents

Gender	Frequency	Percent
Men	54	58,7
Women	38	41,3
Total	92	100
Age		
Less than 30 Years	3	3,3
30-40 Years	45	48,9
41-50 Years	34	37
More than 50 Years	10	10,9
Total	92	100
Latest Education		
SMA	2	2,2
D3	27	29,3
S1	51	55,4
S2	12	13
Total	92	100
Tenure		
Less than 5 Years	49	53,3
5-10 Years	36	39,1
More than 10 Years	7	7,6
Total	92	100

Of the 92 respondents, women totaled 38 people or (41.3%) and male respondents totaled 54 people or (58.7%). The age of respondents is less than 30 years as many as 3 (3.3%), the age of respondents 30-40 years is 45 (48.9%), the age of respondents 41-50 years is 34 (37.0%) and the age of more than 50 years is 10 (10.9%). The majority of the last education had a S1 education, namely 51 respondents or 55.4%, while those with a high school education were 2 respondents or 2.2%, D3 were 27 respondents or 29.3% and those with S2 education were 12 respondents or 13.0%. The respondents' tenure was less than 5 years as many as 49 respondents (53.3%), the tenure of the respondents was 5-10 as many as 36 respondents (39.1%) while the respondents' tenure was more than 10 years as many as 7 respondents (7.6%).

Convergent Validity

The validity test is used to measure the relevance or relevance of the questionnaire. According to Ghozali (2014: 125) convergent validity is used to measure whether each indicator is evaluated effectively and validly in measuring the dimensions of the concept being measured. One variable is highly reflective if it correlates more than 0.70 with the measured construct. The following is SmartPLS output for validity testing:

Table 3: Outer Loadings

Variable	Leadership	Job Satisfaction	Organizational Commitment	Motivation
X1.1				0,823
X1.10				0,874
X1.11				0,757
X1.12				0,775
X1.2				0,852
X1.3				0,822
X1.4				0,841
X1.5				0,888
X1.6				0,900
X1.7				0,876
X1.8				0,769
X1.9				0,772
X2.1	0,873			
X2.2	0,845			
X2.3	0,812			
X2.4	0,886			
X2.5	0,860			
X2.6	0,850			
X3.1			0,779	
X3.10			0,872	
X3.11			0,703	
X3.12			0,723	
X3.2			0,782	
X3.3			0,900	
X3.4			0,869	
X3.5			0,767	
X3.6			0,811	
X3.7			0,847	
X3.8			0,827	
X3.9			0,787	
Y.1		0,905		

Y.10		0,869		
Y.2		0,866		
Y.3		0,850		
Y.4		0,814		
Y.5		0,839		
Y.6		0,825		
Y.7		0,829		
Y.8		0,870		
Y.9		0,868		

Source: SmartPLS 3.00 data processing

Based on table 3 above, all statement items have convergent validity values because the loading factor is greater than 0.7 so that they can be said to be valid. With the highest value in indicator Y.1, namely 0.905 and the lowest value contained in indicator X3.11, namely 0.703. So it can be concluded that all indicators used in this study meet the requirements. The following is a diagram of loading factors for each indicator.
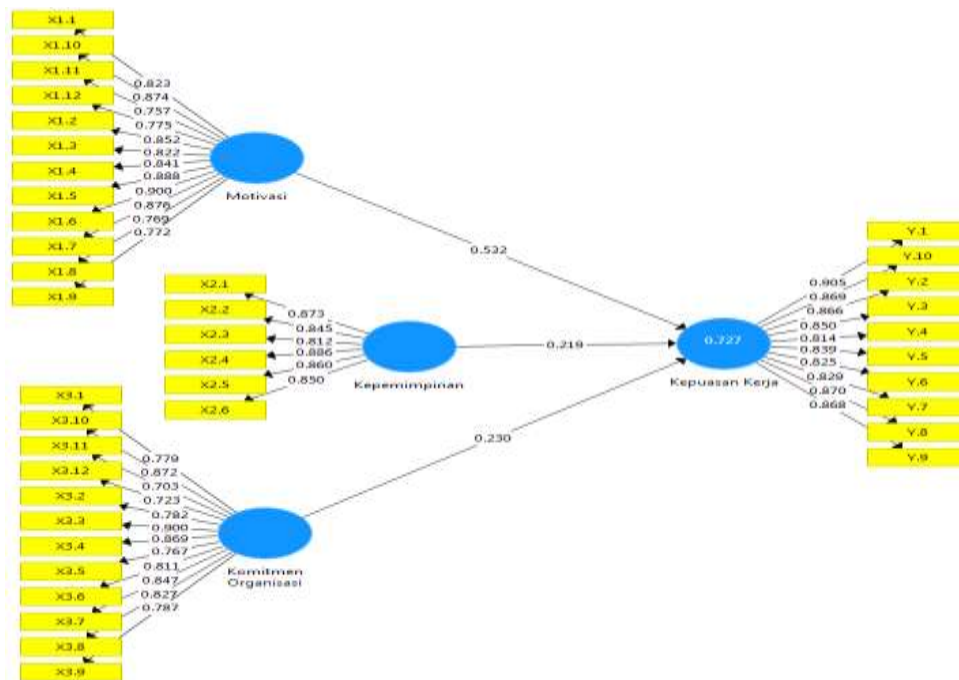

Figure 2: Loading Factors Diagram
Source: SmartPLS 3.00 processed data

Average Variance Extracted

According to Ghozali (2014: 127), another method for assessing discriminant validity is to compare the square root of the Average Variance Extracted (AVE) value of each construct with the correlation between other constructs in the model. If the root average variance extracted (AVE) value of each construct is greater than the correlation value between constructs and other constructs in the model, it is said to have good discriminant validity. It is recommended that the AVE value is greater than 0.50 and the indicator is considered valid. The following AVE values are in Table 4:

Tabel 4: *Avarage Variance Extracted*

Variabel	Average Variance Extracted

Motivation	0,690
Leadership	0,731
Organizational Commitment	0,652
Job Satisfaction	0,729

Source: SmartPLS 3.00 data processing

Based on the Average Variance Extracted (AVE) results in Table 4 above, it can be seen that the Average Variance Extracted (AVE) value of this study provides good results if the value of each indicator is greater than 0.5. This means that the Average Variance Extracted (AVE) value meets the criteria. The results of the validity test of all external models evaluating the value of convergent validity, discriminant validity, and AVE show that all indicators are valid.

Composite Reliability

The reliability test is carried out by looking at the combined reliability value. The compsite reliability score is considered reliable if the value is greater than 0.7. Table 5 shows the composite reliability value is as follows:

Tabel 5: Composite Reliability

Variabel	Composite Reliability
Motivation	0,964
Leadership	0,942
Organizational Commitment	0,957
Job Satisfaction	0,964

Source: SmartPLS 3.00 data processing

Table 5 shows that the composite reliability value where all constructs have a value greater than 0.7 which indicates that all constructs in the estimation model meet the composite reliability criteria.

Cronbach's Alpha

The reliability test is also strengthened by Cronbach's alpha which has a recommended value of more than 0.7.

Table 6: Cronbach's Alpha

Variables	Cronbach's Alpha
Motivation	0,959
Leadership	0,926
Organizational Commitment	0,951
Job Satisfaction	0,959

Source: SmartPLS 3.00 data processing

Table 6 shows that the Cronbach's alpha values are all constructs are above 0.7 which means they meet the recommended values. The results of all composite reliability and Cronbach's alpha reliability tests show that all indicators are reliable.

The results of validity and reliability tests through Convergent Validity, Average Variance Extracted, and Cronbach's Alpha and composite reliability on Smart PLS-3 software can be concluded that all indicators used in this study meet the requirements, namely valid and reliable. The calculation of path coefficients in this study was carried out to determine the influence between variables in this study. The following are the results of bootstrapping and the results of path coefficients:
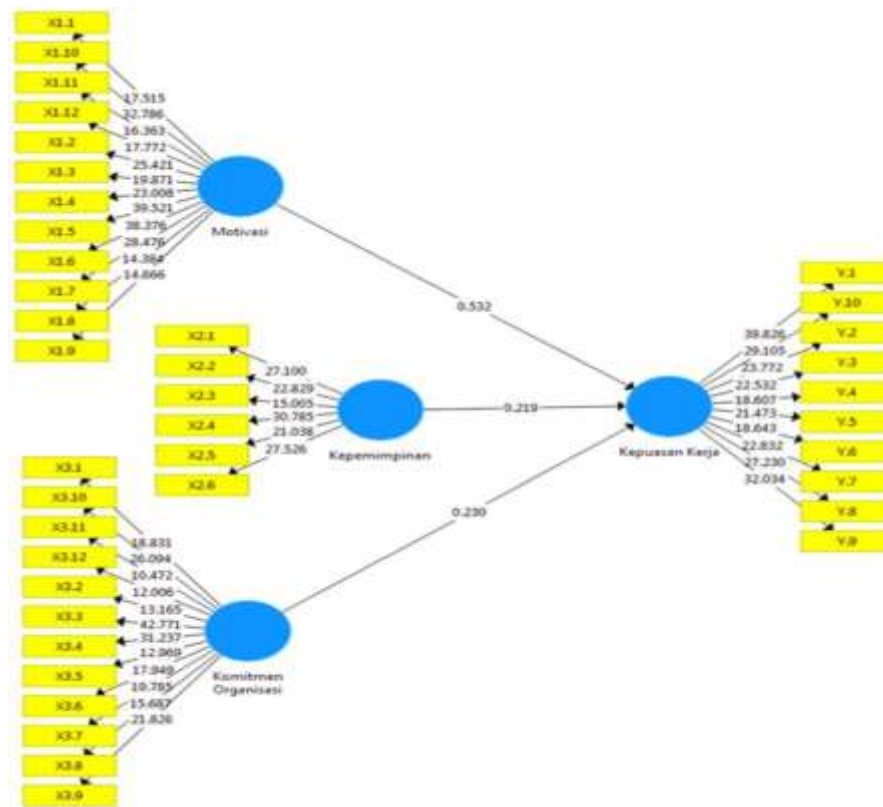
Figure 2: *Bootstrapping Result*
Sumber Data Olahan *SmartPLS* 3.00

Based on the bootstrapping results in Figure 4.5, it can be explained that the largest bootstrapping value is shown by the effect of motivation on employee job satisfaction of 0.532. Then the second largest influence is the effect of organizational commitment on employee job satisfaction of 0.230 and the least influence is shown by the influence of leadership on employee job satisfaction of 0.219.

Hypothesis testing in this study was carried out by looking at the t-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the P-Values value <0.05.

Table 7. Hypothesis Testing Results

Variable	*Original Sample* (O)	*Sample Mean* (M)	*Standard Deviation* (STDEV)	*t Statistics* (|O/STDEV|)	*P Values*
Motivation → Job Satisfaction	0,532	0,528	0,077	6,873	0,000
Leadership → Job Satisfaction	0,219	0,211	0,092	2,388	0,017
Commitment Organization → Job Satisfaction	0,230	0,245	0,094	2,435	0,015
Nilai R-Square		0,727			

Source: SmartPLS 3.00 Processed Data

Based on the data presentation in table 7 above, it can be seen that the R-Square value for the job satisfaction variable is 0.727. The acquisition of this value explains that the percentage of job

satisfaction can be explained by work motivation, leadership, and organizational commitment by 72.7%. While the remaining 27.3% is influenced by other factors.

Based on the results of testing the work motivation variable on job satisfaction, it can be concluded that H1 is not rejected because motivation has a t-statistic value of 6,873 and a p-value of 0,000. The t-statistic value is greater than the criterion value limit of 1.96 and the p-values are smaller than 0.05 or 5%. So it can be said that the motivation variable has a significant effect on employee job satisfaction. If employees have high motivation, they will automatically work earnestly, enthusiastically, ambitiously, and with high morale, which will affect their work performance. Work performance that exceeds goals affects job satisfaction. The results of this study are in line with the research of Pally and Septyarini (2022), then Lang, et al. (2021) Mukrodi and Komarudin (2017) and Gheitani et. al. (2018) which concluded that motivation affects job satisfaction. Motivating and encouraging employees increases their enthusiasm for their work and helps them achieve results that are in line with organizational goals. Achieving predetermined goals can provide a sense of employee satisfaction at work.

The results of testing the leadership variable on job satisfaction, it can be concluded that H2 is not rejected because leadership has a t-statistic value of 2.388 and a p-value of 0.017. The t-statistic value is greater than the criterion value limit of 1.96 and the p-values are smaller than 0.05 or 5%. So it can be said that the leadership variable has a significant effect on employee job satisfaction. Leader behavior is one of the important factors that can affect job satisfaction. Good leadership will increase employee satisfaction. This is in accordance with research conducted by Junaidi and Kadang (2021), Tarjo, et al (2022) and Huynh and Hua (2020) which concluded that leadership has a positive effect on employee job satisfaction. A leader is the originator of goals and plans, organizes, and manages all company resources to achieve the desired goals. If employees are not satisfied with their jobs, good service and efficiency cannot be achieved. Employee satisfaction or dissatisfaction is under the control of company management. Of course, the leader's ability will make it easier for subordinates to work to achieve organizational goals, the successful fulfillment of these goals will definitely create job satisfaction.

The results of testing the organizational commitment variable on job satisfaction, it can be concluded that H3 is not rejected because organizational commitment has a t-statistic value of 2.435 and a p-value of 0.015. The t-statistic value must be greater than the criterion value limit of 1.96 and the p-values must be less than 0.05 or 5%. So it can be said that the organizational commitment variable has a significant effect on employee job satisfaction. Organizational commitment is a situation in which an employee stands with a particular organization and intends to maintain membership in that organization. Commitment to the organization makes people more productive and more satisfied with their work. The results of this study are in line with the research of Darmawati and Marnis (2017), Dessyarti (2018), Junaidi and Kadang (2021), Saha and Kumar (2018) which concluded that organizational commitment affects job satisfaction. Organizational commitment is a condition where an employee shows a psychological commitment to be loyal and contribute to the organization. The more loyal your employees are, the greater their commitment to your organization. The greater the employee's involvement in the organization, the happier they are in their job. Commitment reflects the seriousness of an employee in carrying out their duties and responsibilities. A high level of commitment has a positive impact on employee job satisfaction.

CONCLUSION

Based on the results of the research conducted, it is concluded that motivation has a significant effect on job satisfaction at PT Rittindo in Bekasi, leadership has a significant effect on job satisfaction at PT

Rittindo in Bekasi, organizational commitment has a significant effect on job satisfaction at PT Rittindo in Bekasi. After researching and knowing the problems that exist at PT Rittindo in Bekasi, the suggestions that can be given for companies and for other researchers are: Companies can increase job satisfaction by seeking good work motivation. The company should pay more attention to infrastructure or supporting facilities in the workplace, because this is the lowest indicator of its influence on employee job satisfaction. In addition, companies can also motivate by providing incentives and awards. Incentives and awards given can increase employee motivation and increase employee job satisfaction.

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