



**THE EFFECT OF JOB SATISFACTION ON ORGANIZATIONAL
COMMITMENT THROUGH TRUST AS A MEDIATION VARIABLE IN
PRIVATE VOCATIONAL VOCATIONAL SCHOOL TEACHERS IN
CENTRAL JAKARTA**

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Abstract

This study aims to determine the effect of job satisfaction on organizational commitment through trust as a mediating variable for private vocational school teachers in Central Jakarta. This study uses a survey method with a descriptive approach. The population in this study amounted to 200 respondents with a research sample of 133 respondents. The model used in this study is a relationship or influence model, or called path analysis. To test the hypothesis proposed in this study, the technical model fit analysis used is Structural Equation Modeling (SEM) which is operated using the SmartPLS 3.0 program. The results showed that job satisfaction had an effect on organizational commitment through trust as a mediating variable. Original Sample value of the effect of these three variables is 0.449 and T-Statistic > 1.96 which is 3.889. next,

Abstract

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INTRODUCTION

Education is a process of developing oneself and individual strengths in all aspects of the human personality by "educating" which means by adding insight into knowledge, values, attitudes, and skills. Education is an investment in human resources that is very important in the long term for the nation and state. In the current era of globalization, the challenges faced by the Indonesian people are severe because of the highly competitive competition for human resources. However, the education system in Indonesia still has several obstacles related to the quality of education.

Based on these, The teacher job satisfaction factor is one of the factors that influence the teacher's organizational commitment in various wayswork. If the teacher does not feel satisfaction at work, it will make the teacher less committed to work. If the teacher is not serious in doing his job, will make the commitment to work decreased or even lost. This will have an impact on the learning process that is less than optimal and in general the quality of education will decrease.

Based on the results of an interview with a private vocational school teacher in Central Jakarta, that some teachers leave their profession or increase their career paths are influenced by several factors including: tenure, education level, organizational commitment, job satisfaction, role ambiguity and the existence of an expectation.

Organizational commitment is an attitude that can foster an emotional relationship between individuals and the organization and can lead to high job satisfaction with the organization. This can be seen clearly from the tendency of teachers to remain members of their organizations.

Table 1 Data on Teacher Turnover for Private Vocational Schools in Central Jakarta

| Year | Total number of teachers | Enter | Go out | Total |
|--------|--------------------------|-------|--------|-------|
| 2018 | 126 | 5 | 16 | 115 |
| 2019 | 121 | 14 | 10 | 125 |
| 2020 | 117 | 9 | 4 | 122 |
| Amount | 364 | 28 | 30 | 362 |

Source : Data processed by researchers (2021)

Based on the turnover table for the last 3 years at several private vocational schools in Central Jakarta, from 2018 to 2020 it can be said to have increased. In 2018 the number of teachers who came out was 16 people, while the number of teachers who entered was 5 people. In 2019 the number of teachers who left was 10 people and the number of teachers who entered was 14 people. Whereas in 2020 the number of teachers who came out was 4 people, the number of teachers who entered was 9 people.

Based on the results of the pre-research that the researcher has done, the researcher is interested in conducting research with the title "The Effect of Job Satisfaction on Organizational Commitment through Trust as a Mediation Variable for Private Vocational High School Teachers in Central Jakarta".

LITERATURE REVIEW

Job satisfaction

According to Jeffrey A (2015) which states that, "job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction is defined as "the degree to which people like (gratified) or dislike (dissatisfied) their job". Job satisfaction is a critical issue that has been discussed in numerous organizations (Boles et al., 2007). According to Robbins (2008) Job satisfaction is a positive feeling about one's work which is the result of evaluating its characteristics. Job satisfaction is an emotional/satisfied and pleasant feeling felt by a teacher in doing his job.

Trust

Speaking of trust, Campbell (2009) defines trust as, "trust is the willingness to be vulnerable to the actions of another." Similarly, Kreitner (2010) stated that trust is, "trust is defined as reciprocal faith

in other's intentions and behavior." According to Lussier (2010) said the same thing, that trust is, "trust is the positive expectation that another will not take advantage of you". It can be concluded that trust is a form of belief in oneself and the organization that a person can act wisely, believe in his abilities, strengths and self-assessment and feel able to achieve his life goals.

Organizational Commitment

Other scholars defined organizational commitment as the desire on the part of an employee to remain a member of the organization, organizational commitment influences whether an employee stays a member of the organization (is retained) or leaves to pursue another job (Colquitt, 2015). Wagner (2010) explains, "organizational commitment is the degree to which people identify with the organization that employs them". Based on the definition of organizational commitment from several researchers and experts, it can be concluded that organizational commitment is a bond between a person and the organization that affects a person's psychology such as being honest, trusting, loyal and dedicated to staying in the organization.

METHOD

Research Place And Time

This research was conducted on private vocational school teachers in Central Jakarta and was carried out for 8 months starting from November 2020 - July 2021. Now is the right time and is considered the most effective for researchers to conduct research.

Data Analysis Technique

Data analysis techniques Data processing in this study is Structural Equation Modeling (SEM) which is operated using the SmartPLS 3.0 program.

Effect of Constellation on Variables

described in the following constellation:

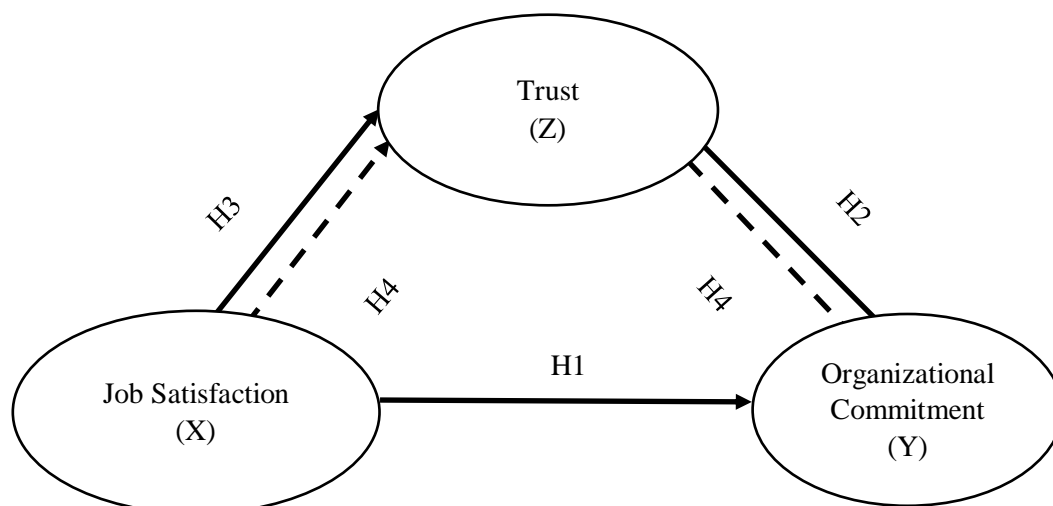


Figure 1. Relationship Constellation

RESULTS AND DISCUSSION

Respondents in this study are also scattered in Central Jakarta. After knowing the characteristics of the respondents, the researcher will describe the descriptive statistics of the research variables. The research model used in this study can be seen in Figure 3.

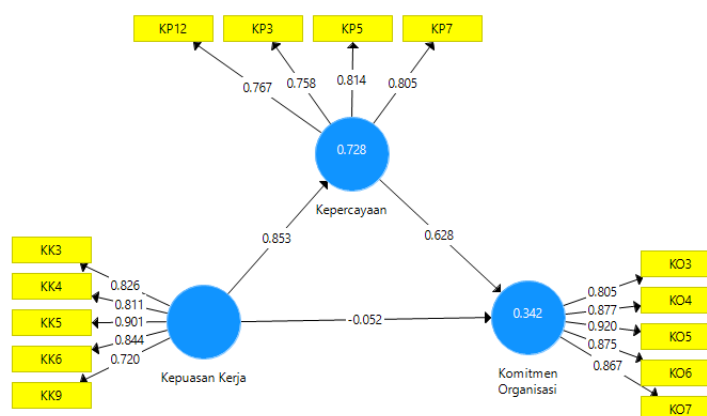


Figure 2. Research Model

Based on the type of research variable and referring to the research problem, the description of the data can be grouped into three parts according to the research variables. These variables include the dependent variable (organizational commitment), the intervening variable or mediator (trust), and the independent variable (job satisfaction). The researcher conducted descriptive analysis using Microsoft Excel with several measurements, namely mean, standard error, median, mode, standard deviation, sample variance, kurtosis, skewness, range, minimum, maximal, sum, count (attachment). The results of the calculation of descriptive statistics are as follows:

Table 2. Loading Factor Study

| Variable | Trust | Job satisfaction | Organizational Commitment |
|-----------------|--------------|-------------------------|----------------------------------|
| KK3 | | 0.826 | |
| KK4 | | 0.811 | |
| KK5 | | 0.901 | |
| KK6 | | 0.844 | |
| KK9 | | 0.720 | |
| KO3 | | | 0.805 |
| KO4 | | | 0.877 |
| KO5 | | | 0.920 |
| KO6 | | | 0.875 |
| KO7 | | | 0.867 |
| KP12 | 0.767 | | |
| KP3 | 0.758 | | |
| KP5 | 0.814 | | |
| KP7 | 0.805 | | |

Source:Data processed by SmartPLS 3(2021)

Based on the data above, it is known that all indicators have a loading factor value > 0.7 , it can be concluded that all indicators in the second research model are valid. Therefore, the research model used in this study is the second research model.

Based on table 2, the test results using SmartPLS, the results show that the loading factor value for all indicators is > 0.7 and the composite reliability value of all indicators is > 0.7 . So it can be concluded that the questionnaire in this study is valid and reliable.

1. Measurement Model (Outer Model)

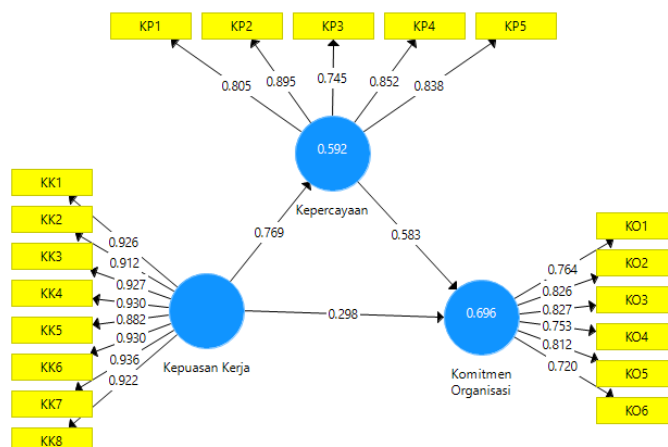


Figure 3. Outer Model

Source:Data processed by researchers using SmartPLS 3, (2021)

The tests carried out on the outer model are Convergent Validity, Discriminant Validity, Composite Reliability, Average Variance Extracted (AVE), and Cronbach Alpha. In interpreting the results of data analysis from SmartPLS 3, the researcher refers to the module compiled by (Hussein, 2015).

a) Convergent Validity

Convergent Validity value can be done by evaluating four stages, namely by looking at outer loadings, cronbach alpha, composite reliability, and average variance extracted. In this test, the Outer Loading Factor describes the magnitude of the correlation between each measurement indicator and its construct. An indicator is declared valid to measure the construct if it has a loading factor value above 0.7 to the intended construct. The higher the value obtained, the higher the validity of the indicator.

Table 3. Outer Loading Factor

| | KK | KO | KP |
|------------|--------------|--------------|-----------|
| KK1 | 0.926 | | |
| KK2 | 0.912 | | |
| KK3 | 0.927 | | |
| KK4 | 0.930 | | |
| KK5 | 0.882 | | |
| KK6 | 0.930 | | |
| KK7 | 0.936 | | |
| KK8 | 0.922 | | |
| KO1 | | 0.764 | |

| | | | |
|------------|--|--------------|--------------|
| KO2 | | 0.826 | |
| KO3 | | 0.827 | |
| KO4 | | 0.753 | |
| KO5 | | 0.812 | |
| KO6 | | 0.720 | |
| KP1 | | | 0.805 |
| KP2 | | | 0.895 |
| KP3 | | | 0.745 |
| KP4 | | | 0.852 |
| KP5 | | | 0.838 |

Source: Data processed by researchers using SmartPLS 3 (2021)

Based on the data above, it can be concluded that the overall indicators of the constructs of job satisfaction (KK), trust (KP) and organizational commitment (KO) have a value > 0.7 , so the indicators of all variables meet the validity requirements.

b). Cronbach's Alpha

Table 4. Cronbach's Alpha

| Variable | Cronbach's Alpha |
|-------------------------------|-------------------------|
| Job Satisfaction (X) | 0.974 |
| Organizational Commitment (Y) | 0.879 |
| Trust (Z) | 0.885 |

Source:Data processed by researchers using SmartPLS 3, (2021)

Based on the table above, the Cronbach Alpha value for the job satisfaction variable is 0.974, organizational commitment is 0.879 and trust is 0.885. The value of all indicators on the variables of job satisfaction, organizational commitment and trust > 0.6 , it can be concluded that all constructs in this research variable are said to be valid.

c). Composite Reliability and AVE

Table 5. Composite Reliability and AVE

| Variable | Composite Reliability | Average Variance Extracted |
|-----------------|------------------------------|-----------------------------------|
| | | |

| | | (AVE) |
|-------------------------------|-------|-------|
| Job Satisfaction (X) | 0.978 | 0.848 |
| Organizational Commitment (Y) | 0.906 | 0.616 |
| Trust (Z) | 0.916 | 0.687 |

Source:Data processed by researchers using SmartPLS 3 (2021)

The results of the Composite Reliability test in table 5. show that the Composite Reliability value of all variables has a value > 0.7 , so all constructs in this study are declared reliable. Meanwhile, the AVE value for each research variable is quite varied. The AVE value of job satisfaction is 0.848, organizational commitment is 0.616 and trust is 0.687. All AVE values in this study were > 0.5 . It can be concluded that all constructs in this research variable are reliable.

d). Discriminant Validity

Discriminant Validity or discriminant validity is an additional concept which has the meaning that two conceptually different concepts must show adequate differences. The point is that the combined set of indicators is not expected to be undimensional. To test the validity of the discriminant can use the value of cross loading.

Table 6. Cross Loading

| | Job Satisfaction (X) | Trust (Z) | Organizational Commitment (Y) |
|------------|----------------------|-----------|-------------------------------|
| KK1 | 0.926 | 0.694 | 0.641 |
| KK2 | 0.912 | 0.670 | 0.633 |
| KK3 | 0.927 | 0.778 | 0.791 |
| KK4 | 0.930 | 0.684 | 0.680 |
| KK5 | 0.882 | 0.646 | 0.563 |
| KK6 | 0.930 | 0.708 | 0.709 |
| KK7 | 0.936 | 0.752 | 0.753 |
| KK8 | 0.922 | 0.714 | 0.690 |
| KO1 | 0.456 | 0.435 | 0.764 |
| KO2 | 0.929 | 0.800 | 0.826 |
| KO3 | 0.559 | 0.865 | 0.827 |
| KO4 | 0.442 | 0.577 | 0.753 |
| KO5 | 0.455 | 0.465 | 0.812 |

| | | | |
|------------|-------|-------|-------|
| KO6 | 0.459 | 0.439 | 0.720 |
| KP1 | 0.778 | 0.805 | 0.625 |
| KP2 | 0.559 | 0.895 | 0.751 |
| KP3 | 0.756 | 0.745 | 0.538 |
| KP4 | 0.526 | 0.852 | 0.662 |
| KP5 | 0.545 | 0.838 | 0.780 |

Source:The data was processed by researchers using SmartPLS 3 (2021).

Based on table 6. Cross Loading, the constructs of Job Satisfaction (KK), Trust (KP) and Organizational Commitment (KO) have a higher construct value than the loading values on other constructs. This larger value indicates the suitability of an indicator to explain its construct compared to explaining other constructs.

2. Evaluation of the Inner Model (Structural Model)

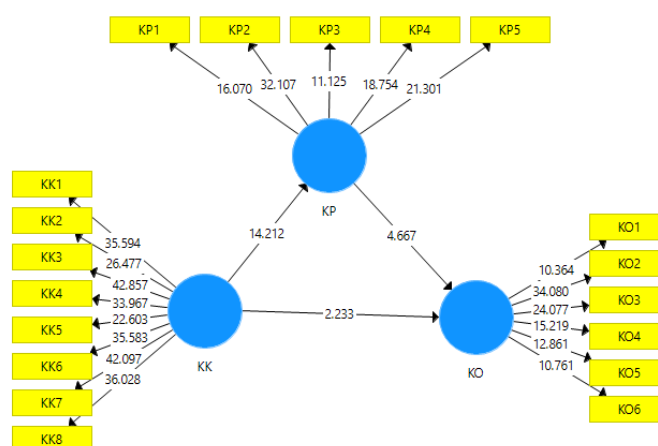


Figure 4. Bootstrapping Research Model

Source:Data processed by researchers using SmartPLS 3 (2021)

Table 7. R-Square (R²)

| Variable | R Square |
|--------------------------------------|----------|
| Organizational Commitment (Y) | 0.696 |
| Trust (Z) | 0.592 |

Source: Data processed by researchers using SmartPLS 3 (2021)

Based on table 9. can be described as follows:

- R-Square* path model I = 0.696, meaning that the ability of the variable construct of organizational commitment in explaining job satisfaction is 0.696 or 69.6% (strong).
- R-Square* path model II = 0.592, meaning that the ability to construct variables of job

satisfaction and trust in explaining organizational commitment is 59.2% (strong).

It can be concluded that job satisfaction has a relationship with trust and the second path model shows that job satisfaction has a smaller relationship with organizational commitment through the role of trust as a mediator variable.

Table 8. f-Square (f²)

| Variable | Job Satisfaction (X) | Organizational Commitment (Y) | Trust (Z) |
|-------------------------------|-----------------------------|--------------------------------------|------------------|
| Job Satisfaction (X) | | 0.119 | 1,449 |
| Organizational Commitment (Y) | | | |
| Trust (Z) | | 0.457 | |

Source: Data processed by researchers using SmartPLS 3 (2021)

Data table 8. can be described as follows:

- a. The relationship between the variable construct of job satisfaction and the construct of organizational commitment is 0.119, which means that both have a moderate relationship.
- b. The relationship between the constructs of the job satisfaction variable and the trust construct is 1.449, which means that both have a strong relationship.
- c. The relationship between the constructs of the trust variable and the construct of organizational commitment is 0.457, which means that both have a strong relationship.

a) Variance Inflation Factor (VIF)

VIF is a multicollinearity test to prove the correlation between constructs. If there is a strong correlation, it means that the correlation mode contains problems. If $VIF > 5.00$, there is a collinearity problem, while if $VIF < 5.00$, there is no multicollinearity problem in the correlation model.

Table 9. Variance Inflation Factor (VIF)

| Variable | Job Satisfaction (X) | Organizational Commitment (Y) | Trust (Z) |
|-------------------------|-----------------------------|--------------------------------------|------------------|
| Job Satisfaction | | 2,449 | 1,000 |

| | | | |
|--------------------------------------|--|--------------|--|
| (X) | | | |
| Organizational Commitment (Y) | | | |
| Trust (Z) | | 2,449 | |

Source:Data processed by researchers using SmartPLS 3 (2021)

Based on the data in table 9. it can be concluded that all indicators of job satisfaction (KK), indicators of organizational commitment (KO), indicators of trust (KP) have a VIF value < 5.00, meaning that there is no multicollinearity problem in the research correlation model.

Table 10. Path Coefficient

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Job Satisfaction (X) -> Organizational Commitment (Y) | 0.298 | 0.278 | 0.133 | 2,233 | 0.026 |
| Job Satisfaction (X) -> Trust (Z) | 0.769 | 0.772 | 0.054 | 14.212 | 0.000 |
| Trust (Z) -> Organizational Commitment (Y) | 0.583 | 0.608 | 0.125 | 4,667 | 0.000 |

Source:Data processed by researchers using SmartPLS 3 (2021)

Table 11. Indirect Effect

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-------------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Job Satisfaction | 0.449 | 0.472 | 0.115 | 3,889 | 0.000 |

| | | | | | |
|------------------------------|--|--|--|--|--|
| (X) -> Trust (Z) | | | | | |
| -> | | | | | |
| Organizational Commitment | | | | | |
| (Y) | | | | | |

Source: Data processed by researchers using SmartPLS 3 (2021)

H1: Job Satisfaction has a Positive and Significant Effect on Organizational Commitment

Job satisfaction has a positive effect on organizational commitment directly with the Original Sample value of 0.298 and T-Statistic > 1.96 which is 2.233. Furthermore, based on the P-Value value of 0.026 < 0.05 , it can be concluded that job satisfaction has a positive and significant effect on organizational commitment directly, then H1 in this study is accepted.

H2: Job Satisfaction has a Positive and Significant Effect on Trust

Based on the calculation of the path coefficient, the variable job satisfaction has a positive effect on trust directly with the Original Sample value of 0.769 and T-Statistic > 1.96 which is 14.212. Furthermore, based on the P-Value 0.000 < 0.05 . So it can be concluded that job satisfaction has a positive and significant effect on trust directly, then H2 in this study is accepted.

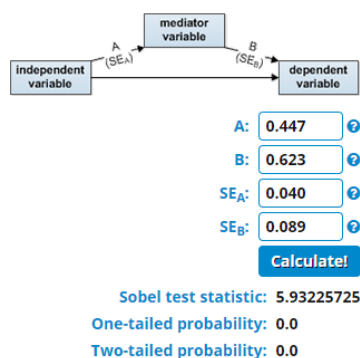
H3 : Trust Has a Positive and Significant Effect on Organizational Commitment

Based on the calculation of the path coefficient, the trust variable has a positive effect on organizational commitment directly with an Original value of 0.583 and a T-Statistic > 1.96 which is 4.667. Furthermore, based on the P-Value 0.000 < 0.05 . So it can be concluded that trust has a positive and significant effect on organizational commitment directly, then H3 in this study is accepted.

H4 : Trust Mediates the Effect of Job Satisfaction on Organizational Commitment Positively and Significantly

Based on the calculation of the path coefficient, the variable job satisfaction has an effect on organizational commitment through trust as a mediation with the Original Sample Value the effect of these three variables is 0.449 and the T-Statistic > 1.96 is 3.889. Furthermore, based on the value of P-Value 0.000 < 0.05 , the variable job satisfaction has an indirect effect on organizational commitment through trust as a mediation. It can be concluded that the variable job satisfaction has a positive and significant effect on organizational commitment through trust as a mediating variable, so H4 in this study is accepted.

Sobel Test



Based on the results of the calculation above, the Z value is 5.932, because the Z value obtained is $5.932 > 1.96$ with a significant level of 5%, it proves that trust is able to mediate the effect of job satisfaction on organizational commitment.

CONCLUSIONS AND SUGGESTIONS

Based on the research that has been done, The results showed that job satisfaction had an effect on organizational commitment through trust as a mediating variable. Original Sample value of the effect of these three variables is 0.449 and T-Statistic > 1.96 which is 3.889. Furthermore, based on the P-Value $0.000 < 0.05$, the job satisfaction variable has an indirect effect on organizational commitment through trust as a mediating variable. This explains that teacher trust can mediate the effect of teacher job satisfaction on teacher organizational commitment. Teachers will be more committed to work if they have job satisfaction and trust in work. In addition, having a desire and having a goal to move forward, having a plan that can be achieved, working optimally, and so that this commitment arises, the sense of wanting to serve the school is getting stronger.

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