

The Effect of Job Satisfaction on Organizational Commitment Moderated by External Locus of Control

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Abstract: This study aims to find out the positive effect of job satisfaction on organizational commitment on outsourcing employees of commercial banks and to find out external locus of control in strengthening job satisfaction on organizational commitment on outsourcing employees of commercial banks. This type of data uses primary data. The data obtained directly from respondents who are the object of research, consisting of employees of commercial bank outsourcing in NTB province. The sample are 186 respondents from 23 commercial banks in NTB province. The results of this study show that job satisfaction is positively correlated with organizational commitment variables. A positive correlation means that the more outsourcing employees are satisfied with the job, the more committed they will be to the company where they work.

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Introduction

In the era of globalization today, business competition in the business world is increasing. This requires companies to utilize the existing capabilities to be excellent in competition. Companies that operate ineffectively and efficiently may not be able to maintain their survival. The company here as a business organization is an institution that provides goods and services. The company has the main goal to obtain the maximum profit in order to maintain the existence.

To facilitate the achievement of these goals, a company needs a strong tool in running its business, including: having strong capital, potential market opportunities, and professional management personnel in managing the company well and being able to make decisions quickly and accurately in relation with planning and control (supervision). In addition, companies need to have the ability to see and take advantage of opportunities, identify problems and select and implement them appropriately. Management here is obliged to maintain the company's survival and control the organization so that the expected goals are achieved.

In achieving the goals of the organization, it is needed strong support from each individual involved in it. As humans, employees also have goals, so that integration between company goals and employees' goals is needed. To seek integration between company goals and employees' goals, it is necessary to know what the needs of each party are. Employees' needs can be met through their work. Through the work they do, it will result in a satisfaction.

Feelings related to job satisfaction and dissatisfaction tend to reflect the assessment of the workforce about work experiences in the present and past rather than expectations for the future. Thus, it can be concluded that there are two important elements in job satisfaction, which are job values and basic needs.

Based on its definition, job satisfaction includes reaction or cognitive, affective, and evaluative and states that job satisfaction is a happy emotional state or positive emotions that come from the assessment of one's work or work experience (Luthans, 2006). Job satisfaction also depends on intrinsic, extrinsic, and perceptions of the work holder's job, so job satisfaction is the level at which a person feels positive or negative about various aspects of the work, workplace, and colleague relations (Donnelly, 1996).

Commitments shown by employees or companies will have a major impact on the survival of the organization. Commitment shows faith and strong support for the values and goals that the organization wants to achieve (Ngatemin, 2019). Commitment will be important when individuals involved in an organization are able to achieve the expected goals.

According to (Robbins, 2007), employees who are committed to the organization have the potential to improve performance both individually, in groups, and in organizations. Employees who have high organizational commitment will provide maximum effort voluntarily for the progress of the organization. High employee commitment can affect a company's business positively. The commitment will make employees actively support all company activities, which means that the employees will work more productively.

Therefore, organizational commitment can be interpreted as high confidence and determination of the employees in supporting the achievement of organizational goals. According to (Rotter, 1966), this belief is called Locus of Control which is "*generalized belief that a person can or cannot control his own destiny*". While according to (Brownell, 2019), Locus of control is the degree to which a person accepts personal responsibility for what happens to them. Internal Control refers to the perception of events both positive and negative as a consequence of oneself's actions/activities and is under their control. External Control refers to the belief that an event does not have a direct relationship with actions taken by oneself and is beyond their control.

In this study, internal locus of control is understood as the attitude of the members of the organization, while external locus of control is understood as the environment or system that reflects the control center from outside the individual. With a high internal locus of control, it can show better control of individual attitudes and behavior. It also allows employees to strive to be successful and more actively seek information about the situation they face.

Thus, it is necessary to make a good planning and handling of existing resources, especially employees for the present and future. Employees' problems are one of the serious problems to get attention.

Employees must be treated well and humanely in order to work effectively, efficiently, and have high work performance. It is because the success of a company depends on the merits of the employees in carrying out their work.

One strategy that many companies have begun to implement in order to create efficiency is the use of outsourcing employees. Outsourcing is the transfer or delegation of some business processes to a service provider agent, where the service provider agent carries out administrative and management processes based on the definitions and criteria agreed upon by the parties (Emron Edison, Yohny Anwar, 2012).

In relation to the status of outsourcing employees who are often disputed because of the nature of the employment contract, it should be observed wisely. Whatever the status of the employment relationship, as long as the rights and obligations are in accordance with the applicable legislation, it should not be a problem because not all types of job are the core business of the company, but there are jobs of that are supporting activities.

The purpose of this study was to determine the effect of job satisfaction on organizational commitment on outsourcing employees and then to determine the support of external locus of control in strengthening job satisfaction with an organizational commitment on outsourcing employees of commercial banks in NTB province.

This has encouraged the researchers to conduct a research from the aspect of employee management in the banking sector, so the researchers are encouraged to conduct a research to find out how far the effect of job satisfaction on organizational commitment is moderated by the external locus of control cases on employees of commercial bank outsourcing in the Nusa Southeast West Province (NTB).

This research focused on the organizational commitment issue as the dependent variabel (Y), and work satisfaction (X_1) and external locus of control (X_2) as the devendent variables. Meanwhile the object of this research was all of main commercial bank offices in Nusa Tenggara Barat (NTB).

This research contributes to scientific thinking in the field of human resources (HR), specifically regarding job satisfaction, locus of control, and organizational commitment in outsourcing employees.

Research Method

This research was conducted at the main branch offices of commercial banks in NTB Province by using quantitative methods that are associative or cause-and-effect type. The total population of this study was 391 people, with an error rate of 0.5%. The sample taken was 186 respondents with the number of commercial banks in the NTB Province of 23 banks. The type of data used is primary data. The data obtained directly from respondents who were the object of research, including employees of commercial bank outsourcing in NTB Province.

Result and Discussion

The research object used as a sample in this study was outsourcing employees of all commercial banks in the Nusa Tenggara Barat (NTB) Province. The reason the researchers chose commercial banks as research objects is based on observations, in which banking companies are the largest companies that use outsourcing services in their operational activities. The willingness of commercial bank management to provide information, description, and data needed during the study was also the reason for the researchers to use commercial banks as samples.

The data needed for independent variables are Job Satisfaction. The dependent variable is organizational commitment. While the moderation variable is External Locus of Control. These three variables are analyzed by using a questionnaire whose scale in filling uses the Likert scale.

Normality Test

Normality test aims to test whether in the regression model, the dependent variable and the independent variable both have normal distributions or not. A good regression model is having normal or close to normal data. To test it, it can be done with a graph and see the amount of Kolmogorov-Smirnov. The basis for decision making from the normality test is to see the probability. If the probability is > 0.05 then the data is normally distributed, conversely if the probability is < 0.05 , then the data is not normally distributed.

Treatments that are possible so that the data becomes normal, among others, are by increasing the amount of data, eliminating data that are considered to be the cause of abnormal data, changing data into logarithmic form (Ghozali, 2006).

The results of the study are whether the residuals are normally distributed or not, which can be seen in the following table.

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		186
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	2.33009348
	Absolute	.045
Most Extreme Differences	Positive	.042
	Negative	-.045
Kolmogorov-Smirnov Z		.608
Asymp. Sig. (2-tailed)		.854

a. Test distribution is Normal.

Source: Primary data processed

Based on the above table, the Kolmogorov-Smirnov test results obtained were 0.608 and the Asymp value. Sign. (2-tailed) was 0.854. Because the value of 0.854 is greater than > 0.05 , it can be concluded that the data of this study are normally distributed.

Multicollinearity Test

This test is intended to test whether the regression model found a correlation between independent variables (independent) or not. Multicollinearity test can be done in 2 ways, which are by looking at VIF (Variance Inflation Factors) and tolerance values. If $VIF < 10$ and tolerance value > 0.10 , there will be no symptoms of multicollinearity (Ghozali, 2006). The test results can be seen in the following table:

Table 2. Multicollinearity Test Results

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.975	1.026
	X2	.975	1.026

a. Dependent Variable: Y

Source: Primary data processed

Based on the table above, it can be seen that the tolerance numbers of the variables X1 and X2 have a tolerance value > 0.10 and the VIF value is not found > 10 . Thus, it can be concluded in the regression model that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. This heteroscedasticity test is performed using the Glacier test. Glacier Test proposes to regress absolute values/residuals on the independent variable. If the independent variable is statistically significant affecting the variable, then there is an indication of heteroscedasticity. Heteroscedasticity test results using the Glacier test can be seen in the following table:

Table 3. Heteroscedasticity Test Results

Model	Notes.	Sig.
1	X1	0.159
2	X2	0.547

Source: Primary data processed

Based on the table above, it appears that all variables show significance > 0.05 . Thus, it can be concluded that heteroscedasticity does not occur.

Multiple Linear Regression Test Results

Table 4. Results of Multiple Linear Regression

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-79.121	1.057		-74.835	.000
1 x1	1.390	.013	1.478	104.700	.000
x2	2.035	.021	1.722	99.180	.000
x1x2	-.024	.000	-2.141	-93.032	.000

a. Dependent Variable: y

Source: Primary data processed

Based on the results of calculations with the multiple linear regression formula using the SPSS version 16.0 for windows program carried out between independent variables with the dependent variable, a multiple linear regression equation can be formulated as follows:

$$Y = - 79,121 + 1,390X_1 + 2,035X_2 - 0,024X_1X_2 + e$$

Based on the regression equation above, it can be explained as follows:

1. A constant of 79,121 states that Organizational Commitment can be reduced by 79,121 even though the value of the Job Satisfaction variable and the External Locus of Control variable did not increase or decrease.
2. Regression coefficient of Job Satisfaction (X1) of 1,390 states that each variable of Job Satisfaction (X1) increased by 1%, then the variable of Organizational Commitment (Y) increased by 139%.
3. Regression coefficient of External Locus of Control (X2) of 2.035 states that each External Locus of Control (X2) variable increased by 1%, then the variable of Organizational Commitment (Y) increased by 203.5%.
4. Regression coefficient of Job Satisfaction X External Locus of Control (X1X2) of -0.024 states that each variable of Job Satisfaction X External Locus of Control (X1X2) increased by 1% then the variable of Organizational Commitment (Y) decreased by 2.4%.

Hypothesis Testing Results

The accuracy of the multiple linear regression function in estimating the actual value can be assessed by its godness of fit. Statistically, at least this can be measured from the coefficient of determination (R²), the statistical value of F, and the statistical value of t. Statistical calculations are categorized statistically significant if the value of the statistical test is in a critical area (the area where Ho is rejected), on the contrary it is categorized

insignificant if the value of the statistical test is in the area where Ho is accepted (Sugiyono, 2014).

Determination Coefficient Test Results

The determination coefficient (R²) essentially measures the extent of the regression model's ability to explain the variation of the dependent variable. The value of R² is between 1 - 0. A small or near-zero R² value means that the ability to vary bound variables is limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict the dependent variable.

The value used in seeing the coefficient of determination in this study is in the adjusted R square column. That is because the adjusted R square value is not vulnerable to the addition of independent variables.

Table 5. Determination Coefficient Values

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.233 ^a	.541	.541	5.40023

a. Predictors: (Constant), x1x2, x1, x2

Source: Primary data processed

Based on the SPSS output display above the summary model, the adjusted R² size is 0.541. This means that 54.1% of variation in Organizational Commitment can be explained by variations in Job Satisfaction (X1) as independent variables and External Locus of Control (X2) as moderating variables. While the rest (100% - 54.1% = 45.9%) is explained by other causes outside the research model.

Simultaneous F Test Results (F Test)

This test aims to show whether all independent variables included in the model have a joint influence on the dependent variable.

Table 6. Simultaneous Test Results F

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1231947.408	3	410649.136	14081.41	.000 ^a
	Residual	2.156E7	739163	29.162		
	Total	2.279E7	739166			

a. Predictors: (Constant), x1x2, x1, x2

b. Dependent Variable: y

Source: Primary data processed

Based on the table above, it can be seen that the F count value was 14081.41 and significant at 0,000. By using a level of α (alpha) 0.05 or 5%, with the result of the calculation that the sig value $0,000 < \alpha$ (alpha) = 0.05, so it can be concluded that the variable of Job Satisfaction (X1) and External Locus of Control (X2) jointly influential on Organizational Commitment (Y).

T-test results

Partial regression test is intended to determine whether Job Satisfaction as an independent variable and External Locus of Control as a moderating variable have an individual effect on Organizational Commitment as the dependent variable. To interpret the coefficient of the independent variable, it can use unstandardized coefficients and standardized coefficients. The results of the statistical t test can be seen in the table below:

Table 7. Individual T Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-79.121	1.057		-74.835	.000
	x1	1.390	.013	1.478	104.700	.000
	x2	2.035	.021	1.722	99.180	.000
	x1x2	-.024	.000	-2.141	-93.032	.000

a. Dependent Variable: y

Source: Primary data processed

Based on the table above, it can be explained that the independent variable of Job Satisfaction (X1) and External Locus of Control (X2) influence organizational commitment (Y). This is seen from the significant probability for Job Satisfaction (X1) of 0.00% and for External Locus of Control (X2) of 0.00%. Whereas the moderating variable in the form of External Locus of Control (X1X2) also influences (strengthens or weakens) the relationship of Job Satisfaction (X1) with Organizational Commitment (Y). The significance value for the moderating variable is 0,000 and t count is -93,032.

Conclusion

Based on the results of the analysis of research that has been done, several research conclusions can be drawn including: The results of data analysis show that the job satisfaction variable is positively correlated with the organizational commitment variable. A positive correlation means that the more outsourcing employees are satisfied with the job, the more committed they will be to the company where they work. The results of data analysis showed that the external locus of control variable as a moderating variable succeeded in giving a positive and significant effect on the relationship between job satisfaction and organizational commitment of outsourcing employees.

This study has several limitations. First, the scope of the research sample used is still narrow, that is only limited to commercial banks in the NTB Province, so it has not been able

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to describe the overall organizational commitment of outsourcing working in the banking sector of the NTB Province region. second, this study only looks at job satisfaction variables as independent variables and external locus of control as moderating variables in testing organizational commitment, while there are still many other factors that influence organizational commitment variables. Therefore, it is recommended to conduct further research by expanding the research sample to all banking sectors in the NTB Province, Then adding other variables that affect organizational commitment in general such as task complexity and time pressure

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