

The Influence of Job Satisfaction, Work Discipline, and Work Motivation on Organisational Commitment at CV. SENJA

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Histori Artikel:

Dikirim 13 Desember 2025; Diterima dalam bentuk revisi 20 Desember 2025; Diterima 20 Januari 2026; Diterbitkan 1 Februari 2026. Semua hak dilindungi oleh Lembaga Otonom Lembaga Informasi dan Riset Indonesia (KITA INFO dan RISET) – Lembaga KITA.

Suggested citation:

Mursyidan, A. G., Siddiq, A. M., & Recky, R. (2026). The Influence of Job Satisfaction, Work Discipline, and Work Motivation on Organisational Commitment at CV. SENJA. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 12(1), 905-915. <https://doi.org/10.35870/jemsi.v12i1.6108>.

Abstrak

Meningkatkan Komitmen Organisasi merupakan keharusan strategis dalam Manajemen Sumber Daya Manusia, mengingat pengaruh negatif rendahnya komitmen terhadap kinerja perusahaan di tengah persaingan industri yang ketat. Studi ini menggunakan metode verifikasi kuantitatif dan analisis regresi linier berganda pada data yang dikumpulkan dari seluruh populasi karyawan sebanyak 35 responden di CV. SENJA melalui pengambilan sampel jenuh, dengan tujuan menganalisis pengaruh empiris Kepuasan Kerja, Disiplin Kerja, dan Motivasi Kerja, serta pengaruhnya terhadap Komitmen Organisasi. Hasil analisis menunjukkan bahwa ketiga faktor tersebut secara signifikan memengaruhi Komitmen Organisasi secara bersamaan; namun, hanya Kepuasan Kerja dan Disiplin Kerja yang memiliki pengaruh signifikan ketika dianalisis secara terpisah, sedangkan Motivasi Kerja menunjukkan pengaruh positif namun secara statistik tidak signifikan, yang mengindikasikan potensi tumpang tindih dengan variabel lain dalam model. Kesimpulannya, manajemen CV. SENJA harus memprioritaskan peningkatan Kepuasan Kerja dan Disiplin Kerja, yang selanjutnya akan meningkatkan Komitmen Organisasi.

Kata Kunci: Kepuasan Kerja; Komitmen Organisasi; Disiplin Kerja; Motivasi Kerja.

Abstract

Enhancing Organizational Commitment is a strategic imperative in Human Resource Management, considering the negative influence of low commitment on corporate performance amid intense industry competition. This study employed a quantitative verification method and multiple linear regression analysis on data collected from the complete employee population of 35 respondents at CV. SENJA through saturation sampling, with the objective of analyzing the empirical influences of Job Satisfaction, Work Discipline, and Work Motivation, and their influence on Organizational Commitment. The analysis results indicate that all three factors significantly influence Organizational Commitment concurrently; however, only Job Satisfaction and Work Discipline are having a significant influence when analyzed singularly, while Work Motivation shows a positive yet statistically insignificant influence, indicating potential overlap with other variables in the model. In conclusion, the management of CV. SENJA must prioritize the improvement of Job Satisfaction and Work Discipline, which will subsequently elevate Organizational Commitment.

Keyword: Job Satisfaction; Organizational Commitment; Work Discipline; Work Motivation.

1. Introduction

Organizational commitment has long been recognised as a crucial foundation for the sustainability and success of a business entity. Employees with high levels of commitment consistently demonstrate superior performance, minimal absenteeism, and a strong intention to remain with the organisation, as Hackett & Guinon cited in (Kurnia & Nugroho, 2019). In an intense competitive climate, strengthening Organizational Commitment is no longer just an option, but a strategic imperative to maintain the company's competitiveness. Organizational commitment is influenced by employees' emotional attachment, continuance, and normative commitment to the workplace. Decreasing Organizational commitment is characterised by high absenteeism rates, which can lead to a decline in work productivity or other issues. This situation is reflected in CV. SENJA, a company operating in the fashion, apparel, and accessories industry, which serves as a supplier and distributor for various well-known brands. The condition of their employees shows a lack of commitment to the organisation. Based on this, my research focusses on all employees to comprehensively analyse Organizational commitment at CV. SENJA, as presented in Table 1.

Table 1. Summary of Employee Absence Data for CV. SENJA

Summary of Employee Absence Data for CV. SENJA (Periode Des 2024 – Feb 2025)						
No	Name	Total Working Days/3 Months	Late Total (Days)	Late Average (%)	Total of Leave & Sick Days (Hari)	Accuracy Percentage (%)
1	Employee 1	81	77	95%	0	5%
2	Employee 2	81	69	85%	8	15%
3	Employee 3	81	73	90%	1	10%
4	Employee 4	81	75	93%	2	7%
5	Employee 5	81	56	69%	4	31%
6	Employee 6	81	67	83%	1	17%
7	Employee 7	81	73	90%	0	10%
8	Employee 8	81	63	78%	1	22%
9	Employee 9	77	53	69%	3	31%
10	Employee 10	77	17	22%	3	78%
11	Employee 11	77	20	26%	4	74%
12	Employee 12	77	44	57%	4	43%
13	Employee 13	77	44	57%	7	43%
14	Employee 14	77	48	62%	5	38%
15	Employee 15	77	12	16%	7	84%
16	Employee 16	77	23	30%	7	70%
17	Employee 17	77	7	9%	0	91%
18	Employee 18	79	44	56%	3	44%
19	Employee 19	79	73	92%	1	8%
20	Employee 20	79	47	59%	0	41%
21	Employee 21	79	77	97%	0	3%
22	Employee 22	79	17	22%	0	78%
23	Employee 23	79	34	43%	0	57%
24	Employee 24	79	45	57%	2	43%
25	Employee 25	79	22	28%	0	72%

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26	Employee 26	79	4	5%	0	95%
27	Employee 27	79	56	71%	0	29%
28	Employee 28	79	0	0%	0	100%
29	Employee 29	79	0	0%	0	100%
30	Employee 30	79	1	1%	0	99%
31	Employee 31	79	58	73%	3	27%
32	Employee 32	79	32	41%	2	59%
33	Employee 33	79	22	28%	3	72%
34	Employee 34	79	33	42%	1	58%
35	Employee 35	79	24	30%	0	70%

The data presented in Table 1 for the period from December 2024 to February 2025 reveals a significant issue of indiscipline, with 54.3% of employees (19 out of 35 people) having a punctuality percentage below 50%. This condition is exacerbated by extreme cases such as Employee 21 (97% late), Employee 1 (95% late), and Employee 19 (92% late). This massive and recurring pattern of tardiness is a form of withdrawal behaviour, reflecting a withdrawal from the organisation. This data is not just numbers; it's a phenomenon indicating a fundamental issue that serves as an early warning sign of declining Organizational commitment. Organizational commitment doesn't just happen; it's influenced by several factors, one of which is job satisfaction. Based on previous research by (Ellys & Ie, 2020) and (Wangsa & Edalmen, 2022), job satisfaction has a positive influence on Organizational commitment. If employees are satisfied with their work, they are more likely to maintain their membership in the company. Conversely, if they are dissatisfied, they are less likely to stay with the company and may even choose to leave. With high job satisfaction, employees tend to be happy and committed to their work, which can ultimately increase Organizational commitment. However, in practice, not all employees feel satisfied with their jobs, and job satisfaction issues often arise due to individual, Organizational, and psychosocial factors such as promotion opportunities or technical support. When job satisfaction decreases, it can lower employee morale and contribution levels, which will negatively impact overall Organizational commitment. As shown in Table 1, employees experienced a decrease in job satisfaction, indicated by an increase in repeated tardiness. Only 16 out of 35 employees had a tardiness percentage below 50%. Employees 2 and 13, in addition to having a tardiness percentage above 50%, also took more than 6 days of leave. This recurring phenomenon of lateness indicates a satisfaction issue that requires special attention. The issue of job satisfaction in this company is not only reflected in tardiness, but also in non-compliance with work procedures and a lack of a sense of responsibility.

Besides job satisfaction, work discipline also influences Organizational commitment. Based on previous research by (Charles *et al.*, 2025) and (Maria *et al.*, 2025) it is explained that there is a positive but insignificant influence of work discipline on Organizational commitment. Work discipline supports an organized and predictable work environment, which is optimal for the development of organizational commitment. Consequently, an increase in work discipline correlates with an enhancement in Organizational commitment, while a drop in work discipline corresponds with a reduction in Organizational commitment. Work discipline indicates the degree of employee adherence and accountability in following company policies and regulations. Table 1 clearly illustrates the inadequate level of job discipline. Among 35 employees, merely 4 exhibited an accuracy percentage below 5%, whereas 19 demonstrated a lateness percentage exceeding 50%. Significant tardiness signifies inadequate work discipline among employees. On the other hand, optimal work motivation is a key driver in strengthening Organizational commitment. Based on previous research by (I. N. A. R. Setiawan *et al.*, 2022), it is stated that work motivation significantly influences the formation of Organizational commitment through increased employee engagement and sense of belonging. Work delays can also be linked to employee motivation levels. Behaviours like tardiness are a form of withdrawal behaviour, which is self-isolating behaviour that arises from low motivation and job satisfaction. Table 1 shows that employees experienced a decline in work motivation, indicated by a significant increase in absences.

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Employees 1, 3, 4, 7, 19, and 21 had punctuality percentages below 15%. This high rate of lateness indicates that employees were less motivated to come to work, which is an indication that employees were experiencing a decline in work motivation. However, there is a research gap focussing on empirical relevance in the field. This is because, despite the theoretical importance of Work Discipline, research by (Maria *et al.*, 2025). and (Charles *et al.*, 2025) found uncertainty in partial contributions, and the influence of work discipline on Organizational commitment was positive but statistically insignificant. This inconsistency suggests that further empirical testing is needed to ensure the specific contribution of each factor in different Organizational contexts. Therefore, this research aims to fill this empirical gap by directly testing the model in the specific context of the company CV. SENJA. The researcher intends to undertake a study titled "The Influence of Job Satisfaction, Work Discipline, and Work Motivation on Organizational Commitment at CV. SENJA".

2. Literature Review

Human resource management is an important resource for a company. Given the crucial role of human resources in determining the success of an organisation or company, it is essential for a company leader to be able to find, utilise, develop, and maintain these human resources as effectively as possible. According to Mangkunegara, as cited in (Sinambela, 2016), human resource management is the planning, organising, coordinating, implementing, and supervising of the procurement, development, compensation, integration, maintenance, and separation of the workforce in order to achieve Organizational goals. The resource management functions of Mangkunegara, as cited in (Sinambela, 2016), state that human resource management functions consist of workforce planning and placement, employee procurement and management, analysis of future human resource needs, forecasting economic and company conditions, monitoring laws and compensation, and monitoring industrial relations. In employee procurement and management, the study of Organizational behaviour is a crucial concept. According to (Robbins & Judge, 2024), Organizational behaviour is a field that investigates the influence exerted by individuals, groups, and structure on human behaviour within organisations, with the goal of applying this knowledge to improve Organizational effectiveness. Organizational behaviour encompasses three levels of analysis: individual behaviour, group behaviour, and Organizational structure. Every individual within an organisation constantly interacts with the company's dynamics, work structure, and interpersonal relationships with colleagues. These interactions also influence their work behaviour, which ultimately determines their level of satisfaction, motivation, and consistency in task execution.

Organizational commitment is an important aspect of human resource management. According to (Robbins & Judge, 2024), Organizational commitment is the level of loyalty and support an employee gives to the organisation they work for and all its goals, which then encourages the intention to maintain their membership status in that organisation. Based on this, strong Organizational commitment can improve employee performance and reduce employee turnover. Organizational commitment is closely related to Organizational behaviour, including job satisfaction, work discipline, and work motivation. Job satisfaction, according to (Robbins & Judge, 2024), is a positive feeling about a job that results from an evaluation of several characteristics. Both positive and negative feelings experienced by employees can lead to job satisfaction or dissatisfaction. Job satisfaction is formed from the alignment of expectations with the reality that employees experience. Research conducted by (Yordan *et al.*, 2023), (Hidayat *et al.*, 2021), (Daniyati *et al.*, 2022), (S. B. A. Setiawan & Siddiq, 2025) and (Afifah *et al.*, 2024) shows that the job satisfaction variable is an important variable to study. Work discipline, according to (Sutrisno, 2017), is an attitude of willingness and readiness of a person to obey and comply with the norms and regulations in their surroundings. Work discipline is formed based on the dimensions of adherence to time rules, adherence to company regulations, adherence to behavioural rules in the workplace, and adherence to other regulations. Research conducted by (Mahirah *et al.*, 2024) and (Khairunnisa & Ariyanto, 2022) shows that the variable of work discipline is an important variable to study. Work Motivation According to McClelland, as cited in (Busro, 2018), individuals are motivated to work based on their primary needs that

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drive behaviour: Need for Power, Need for Achievement, and Need for Affiliation. In line with this itu (Ellys & le, 2020) and (Wangsa & Edalmen, 2022), job satisfaction has a positive influence on Organizational commitment. If employees are satisfied with their work, they are more likely to maintain their membership in the company. Conversely, if they are dissatisfied, they are less likely to stay with the company and may even choose to leave. Job satisfaction will be the variable studied in this research. Furthermore, research by (Charles *et al.*, 2025) and (Maria *et al.*, 2025) explains that there is a positive but insignificant influence of work discipline on Organizational commitment. Work discipline develops an organized and predictable work environment, which is conducive to the development of organizational commitment. Consequently, an increase in work discipline correlates with an enhancement in organizational commitment, although a drop in work discipline corresponds with a reduction in organizational commitment. Furthermore, based on previous research by (I. N. A. R. Setiawan *et al.*, 2022), It was discovered that work motivation has a positive and considerable influence on organizational commitment. Consequently, a rise in job motivation correlates with an increase in organizational commitment, while a reduction in work motivation corresponds with a drop in organizational commitment.

3. Research Methodology

This study employs the method of quantitative analysis utilizing descriptive and verificative techniques. The quantitative method was chosen to examine a specific sample using standardised instruments, where the collected data was then statistically analysed to test previously formulated hypotheses. The verificative method was used to prove the truth of the hypotheses through statistical calculations to obtain empirical evidence by conducting a multiple linear regression test. The study's participants consisted exclusively of employees from CV. SENJA in Bandung, utilizing a saturated sampling method with a total of 35 respondents. Next, multiple linear regression analysis was performed, which was then followed by hypothesis testing using F-tests and t-tests to verify the established hypotheses.

4. Results and Discussion

4.1 Results

In the instrument test, the researcher used Validity Test and Reliability Test, which can be seen in tables 2 and 3 below.

Table 2. Validity Test Results

Variable	Total Questions	r _{calc} Description	Valid Information
Organisational Commitment (Y)	14	Higher than r _{Table}	Valid
Job Satisfaction (X1)	10	Higher than r _{Table}	Valid
Work Discipline (X2)	7	Higher than r _{Table}	Valid
Work Motivation (X3)	6	Higher than r _{Table}	Valid

The results of the validity test in Table 2 show that for all variables, the calculated r-value is greater than the table r-value, therefore all questions are declared valid. Next, the reliability test.

Table 3. Reliability Test Results

Variabel	Cronbach Alpha	Information
Organisational Commitment (Y)	0,766	Reliabel
Job Satisfaction (X1)	0,687	Reliabel
Work Discipline (X2)	0,657	Reliabel
Work Motivation (X3)	0,630	Reliabel

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The reliability test outcomes presented in Table 3 indicate that all variables have been classified as reliable. Next, the Descriptive Test Analysis.

Table 4. Descriptive Analysis

Variabel	Score	Information
Organisational Commitment (Y)	924	Bad
Job Satisfaction (X1)	1059	Very bad
Work Discipline (X2)	784	Very bad
Work Motivation (X3)	748	Good

The results of the descriptive analysis in Table 4 show that Organizational commitment received bad score, especially in the normative attachment and continuance dimensions. Additionally, it received better scores in the affective attachment dimension. Job satisfaction was rated as very bad in the work itself dimension and received a very good score in the coworker dimension. Furthermore, work discipline was rated as very bad, especially in the time adherence dimension, and received a good score in the adherence to work behaviour rules dimension. Meanwhile, work motivation received a good score, particularly in the need for power dimension, and received the worst score in the need for achievement dimension. Next, the classical assumption test was conducted. Normality testing is conducted as part of the classical assumption test, aiming to evaluate the normal distribution of residuals in the regression model. The outcomes of the normality test are as follows:

Table 5. Normality Test Results

Variable	Unstandardize Residual	Information
Unstandardize Residual	0,200 ^{c.d}	Passed Normality Test

The results of the normality test in Table 5 show that the Unstandardize Residual is 0,200^{c.d}, indicating that the normality assumption is passed.

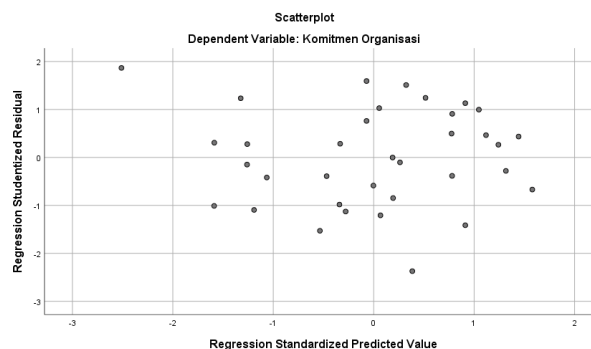


Figure 1. Heteroskedasticity Test Results

Based on the scatterplot in Figure 1, the random and even distribution of data points around the zero axis (Y) proves that the regression model is free from heteroskedasticity. Thus, the assumption of homogeneous residual variance (homoscedasticity) has been met, and the analysis can proceed to the Multicollinearity Test.

Table 6. Table Multicollinearity Test Result

Variable	Colinearity Tolerance Score	Information
Job Satisfaction (X1)	0,577	Passed the Multicollinearity Test
Work Discipline (X2)	0,413	Passed the Multicollinearity Test
Work Motivation (X3)	0,434	Passed the Multicollinearity Test

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The results of the Multicollinearity test in Table 6 show that all variables in the Colinearity Tolerance Score passed the Multicollinearity test, indicating that Multicollinearity did not occur. Next, statistical tests. Multiple linear regression analysis to analyse the influence between independent and dependent variables, using the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

The results of the multiple linear regression test are as follows:

Table 7. Multiple Linear Regression Test Result

Model	Unstandardized B
Constant	-3,708
Job Satisfaction (X ₁)	0,423
Work Discipline (X ₂)	0,632
Work Motivation (X ₃)	0,220

The results of the Multiple Linear Regression test in Table 7 show that the constant value is -3.708, X₁ is 0.423, X₂ is 0.632, and X₃ is 0.220. The resulting equation is as follows:

$$= -3,708 + 0,423X_1 + 0,632X_2 + 0,220X_3 + e$$

The results of the multiple linear regression equation indicate:

- 1) The constant (α) of -3.708 indicates that when the values of Job Satisfaction (X₁) Work Discipline (X₂) and Work Motivation (X₃) are 0, the value of Organizational Commitment (Y) equals -3.708 units.
- 2) The regression coefficient for the Job Satisfaction variable (X₁) is 0.423. The coefficient's influence upon the Job Satisfaction variable (X₁) is positive, indicating that the tenure variable exerts a positive or linear influence on employee performance. Therefore, for each one-unit increment in the Job Satisfaction variable (X₁), Organizational Commitment (Y) will rise by 0.423.
- 3) The regression coefficient for the Work Discipline variable (X₂) is 0.632. The coefficient's influence upon the Work Discipline variable (X₂) is positive, indicating that the tenure variable exerts a positive or linear influence on employee performance. Therefore, for each one-unit increment in the Work Discipline variable (X₂), Organizational Commitment (Y) will rise by 0.632.
- 4) The regression coefficient for the Work Motivation variable (X₃) is 0.220. The coefficient's influence upon the Work Motivation variable (X₃) is positive, indicating that the tenure variable exerts a positive or linear influence on employee performance. Therefore, for each one-unit increment in the Work Motivation variable (X₃), Organizational Commitment (Y) will rise by 0.220.
- 5) The regression coefficients for the three variables are positive, indicating that the influence of variables (X₁), (X₂), and (X₃) on (Y) is positive.

In the next step, we examine the Coefficient of Determination (R²) to quantify the percentage of influence the dependent variable exerts on the independent variable concurrently. The outcomes of the coefficient of determination analysis are as follows:

Table 8. Coefficient of Determination Analysis

R	R ²	Adjusted R Square
0.809a	0,654	0,621

The findings of the Coefficient of Determination Analysis presented in Table 8 indicate that the obtained Coefficient of Determination value is 0,654. This value indicates that the variation in the Organizational Commitment variable (Y) can be simultaneously explained by Job Satisfaction (X₁), Work

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Discipline (X_2), and Work Motivation (X_3) by 65,4%. The remaining variance of 34,6% is explained by other variables.

Table 9. Partial Test (t-Test)

Variable	Sig.	Information
Job Satisfaction (X_1)	0,022	Influential
Work Discipline (X_2)	0,011	Influential
Work Motivation (X_3)	0,408	Not Influential

The results of the t-test in Table 8 stating;

- 1) If $t_{\text{calc}} > t_{\text{table}}$, then H_0 is accepted.
- 2) If $t_{\text{calc}} < t_{\text{table}}$, then H_0 is rejected.

Therefore, the results of the t-test show;

- 1) Sig. Job Satisfaction (X_1) $0.022 < 0.05$. Therefore, (H_0) is rejected and (H_1) is accepted. It is concluded that Job Satisfaction has a positive influence on Organizational Commitment,
- 2) Sig. Work Discipline (X_2) $0.011 < 0.05$. Therefore, (H_0) is rejected and (H_2) is accepted. It is concluded that Work Discipline has a positive influence on Organizational Commitment,
- 3) Sig. Work Motivation (X_3) is $0.408 > 0.05$. Therefore, (H_0) is accepted and (H_3) is rejected. It is concluded that Motivation has no influence on Organizational Commitment.

Table 10. Simultaneity Test (F-Test)

Variabel	Sig.	Information
Job Satisfaction (X_1), Work Discipline (X_2), and Work Motivation(X_3)	0,000b	Influential

The results of the F-test in Table 9 indicate that all variables have a significant simultaneous effect with a significance value of $0.000 < 0.05$.

4.2 Discussion

This research shows that Job Satisfaction, Work Discipline, and Work Motivation are proven to have a simultaneous significant influence on Organizational Commitment. The results of the partial test for Job Satisfaction are consistent with previous research by (Ellys & Ie, 2020) and (Wangsa & Edalmen, 2022), which stated that Job Satisfaction has a significant influence on Organizational commitment. Therefore, the Alternative Hypothesis (H_0) is rejected and the First Hypothesis (H_1) is accepted. This confirms that the higher the level of satisfaction felt by employees, the stronger the Organizational Commitment. The results of the partial test for work discipline are not consistent with previous research by (Charles *et al.*, 2025) and (Maria *et al.*, 2025), which stated that work discipline does not have a significant influence on Organizational commitment. However, the researcher's findings state that Work Discipline has a significant influence on Organizational commitment. Therefore, the Alternative Hypothesis (H_0) is rejected and the Second Hypothesis (H_2) is accepted. This confirms that the higher the level of Work Discipline of employees, the stronger the Organizational Commitment. Furthermore, the results of the partial test for work motivation are not consistent with previous research by (I. N. A. R. Setiawan *et al.*, 2022), which stated that work motivation has a significant influence on Organizational commitment. However, the researcher's findings state that Work Motivation does not have a significant influence on Organizational commitment. Therefore, the Alternative Hypothesis (H_0) is accepted and the Third Hypothesis (H_3) is rejected. The researchers' findings show differences between simultaneous and partial influences. In the simultaneous influence, all variables simultaneously show a significant influence, while in the partial influence, the Work Motivation variable does not have a partial influence. This can be explained in Table 4, the descriptive analysis, which shows that job satisfaction and discipline are rated as very bad, while work motivation is rated as good. This finding indicates that if job satisfaction and work discipline are improved, work motivation can be significantly affected in a partial manner.

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Based on this, CV. SENJA is advised to improve job satisfaction and work discipline, especially for the Work Itself variable indicator, which received a very bad score, and the variable indicator of adherence to time rules. This can be seen in Table 1, which shows that CV. SENJA employees have a high absence rate. By addressing this fundamental issue, the work environment will become more stable and conducive, which will have a positive impact on Organizational commitment and can increase work productivity. Based on this research, CV. SENJA needs to prioritise campaigns to improve Job Satisfaction and Work Discipline in order to increase Organizational Commitment. Developing company policies that support increased satisfaction, such as salary increases, new work methods, and providing job training to improve task completion skills. Additionally, it's important to review and tighten employee discipline policies, considering the data shows a high frequency of employee tardiness. Consistent enforcement of rules and sanctions is necessary for dealing with the undisciplined behaviour that is a major contributor in declining Organizational commitment. Although the influence of work motivation is not very large, organisations still need to maintain work motivation by providing work appreciation, job promotions, and offering opportunities for employees to positively affiliate with their colleagues. In this way, a conducive and productive work environment can be created. Focussing on increasing affective, normative, and continuance commitment has the potential to boost both productivity and employee loyalty.

5. Conclusion

This study research and discusses the influence of Job Satisfaction, Work Discipline, and Work Motivation on Organisational Commitment at CV. SENJA. The test results can be described as follows: first, the hypothesis testing results reveal a positive and significant influence of Job Satisfaction on Organisational Commitment, indicated by a significance value of 0.022, which is less than 0.050. The implication is that the higher employee satisfaction, the higher the Organisational Commitment of CV. SENJA. Second, the hypothesis testing results reveal a positive and significant influence of Work Discipline on Organisational Commitment, indicated by a significance value of 0.011, which is less than 0.050. The implication is that the better employee discipline, the higher the Organisational Commitment of CV. SENJA. Third, the hypothesis testing results reveal a positive and insignificant influence of Work Motivation on Organisational Commitment, indicated by a significance value of 0.408, which is greater than 0.050. The implication is that the higher the employee motivation, the higher the organisational commitment of CV. SENJA. Fourth, the results of the Job Satisfaction, Work Discipline, and Work Motivation tests have a positive and significant influence on the Organisational Commitment of CV. SENJA, as evidenced by a significance value of 0.000, which is less than 0.050. Based on this, it can be concluded that Job Satisfaction, Work Discipline, and Work Motivation are important factors influencing Organisational Commitment at CV. SENJA.

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