

Analysis of Individual Characteristics and Intrinsic Motivation Towards Organizational Commitment with Job Satisfaction as an Intervening Variable (Study on Pdam Pemalang Regency)

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DOI: <https://doi.org/10.36347/sjebm.2025.v12i07.003>

| Received: 22.05.2025 | Accepted: 19.07.2025 | Published: 22.07.2025

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Abstract

Original Research Article

This study aims to examine the impact of motivation and commitment on the quality of work of employees of PDAM Pemalang Regency. In an era of increasing competition for public services, work quality is a crucial factor in improving overall organizational performance. Work motivation, especially intrinsic ones, and strong organizational commitment are believed to be able to encourage employees to work more optimally. The research method used is a quantitative approach with survey techniques through distributing questionnaires to 135 respondents who are permanent employees of the PDAM. The data were analyzed using multiple linear regression techniques to see how much influence each independent variable (motivation and commitment) has on the dependent variable (work quality). The results showed that motivation and commitment have a positive and significant effect on work quality. This finding confirms that employees who have high internal motivation and strong commitment to the organization tend to show better work performance, more responsibility, and more consistency in carrying out their duties. The implications of this study suggest that PDAM management should continue to develop strategies to increase intrinsic motivation and build strong emotional ties between employees and the organization in order to achieve optimal public service quality. The purpose of this study was to investigate the impact of individual characteristics and intrinsic motivation on job satisfaction in order to increase organizational commitment.

Keyword: Individual Characteristic, Intrinsic Motivation, Job Satisfaction, Organizational Commitment.

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1. INTRODUCTION

Based on the performance analysis data of Regional Drinking Water Companies (PDAM) conducted by the Drinking Water Supply System Development Support Agency (BPPSPAM) in 2013, of the total 350 PDAMs in Indonesia, 176 PDAMs were in healthy condition, 104 were in unhealthy status, and 70 were in sick status (source: www.bppspam.com). Some reasons that result in the unhealthy PDAM include: inefficiency in managing the drinking water supply system (SPAM), tariffs below the cost of goods sold, high levels of water loss, large idle capacity, high debt, excessive number of employees, and low human resource (HR) competency.

Since 2010, BPPSPAM has been evaluating the performance of PDAM SPAM providers using four main indicators: financial, service, operational, and human resources. Based on PDAM performance indicators,

there are three categories: healthy, unhealthy, and sick. Pemalang Regency PDAM is one of the Regionally-Owned Enterprises (BUMD) responsible for managing, processing, and distributing clean water in Pemalang Regency. Based on BPPSPAM's assessment from 2010 to 2014, PDAM was in a healthy condition. In 2014, this PDAM received a performance score of 3.610. Although there are still several performance indicators that are less than optimal, such as the coverage of employee training ratio services and the amount of training costs compared to total employee costs. The reach of drinking water services, the Indonesian Government is committed to the Millennium Development Goals (MDGs) target, which is 68.87% of the population must have access to safe drinking water in 2015 and 100% by the end of 2019. Nationally, in 2014, the achievement of drinking water services only reached 70.05%, there was a shortfall of 29.95% of the target target. In Pemalang Regency, the proportion of drinking water services (through piped and

non-piped networks) has reached 87.62%. However, the reach of services through the piping system by PDAM has only reached 39.79%, far below the nationally expected target. In addition to the service aspect, the HR competency indicator is also not optimal, there is also Employee training (diklat) which has tended to decline in the last five years, ranging from 20% to 40%. In addition, training costs as a proportion of employee costs also experienced a significant decline, reaching only 1.76% in 2014.

Another issue is the increasing number of dissatisfied customers, despite the increase in active customers. Customer complaints include low water pressure, poor water quality, rising water bills, meter reading inconsistencies, and unresponsiveness from the PDAM. This indicates that the PDAM's "customer dissatisfaction" target has not been achieved.

Employee performance impacts customer satisfaction. Satisfied employees tend to provide better service, be more productive, and be more loyal to the organization. Personal characteristics such as age, length of service, marital status, and professional values and attitudes can influence employee satisfaction and commitment. Various studies have shown varying results regarding the impact of personal characteristics on employee motivation and job satisfaction and organizational commitment.

Pemalang Regency PDAM wants every employee to have strong motivation. Intrinsic motivation is a driving force that comes from within a person to complete a task because of the inherent value of the task (Deci & Ryan, 1985). Previous research has shown that intrinsic motivation can improve job satisfaction, which in turn influences commitment to the organization.

However, research on the relationship between individual character, intrinsic motivation, job satisfaction, and organizational commitment has yielded varying results. Some studies have shown a significant relationship, while others have shown different results. This inconsistency is a compelling reason to conduct more in-depth research within the Pemalang Regency PDAM's operational area.

In study this researchers submit A formulation problem how does it affect:

1. Individual characteristics on employee job satisfaction?
2. Intrinsic motivation towards employee job satisfaction?
3. Individual characteristics towards employee organizational commitment?
4. Intrinsic motivation towards employee organizational commitment.?
5. Job satisfaction towards employee organizational commitment?

The objectives to be achieved in this research are to test and analyze the influence:

1. Individual characteristics on employee job satisfaction.
2. Intrinsic motivation towards employee job satisfaction.
3. Individual characteristics towards employee organizational commitment.
4. Intrinsic motivation towards employee organizational commitment.
5. Job satisfaction towards employee organizational commitment.

2. LITERATURE REVIEW

Every individual has different perspectives, goals, needs, and abilities. These differences are not only evident in daily life but also carry over into the workplace, thus affecting each individual's level of job satisfaction. According to Robbins and Judge (2017), understanding individual behavior within organizations is crucial because work behavior is heavily influenced by differences in personal characteristics, such as personality, values, attitudes, and perceptions.

These differences make each individual unique. Therefore, in the context of organizations and human resource management, an approach that recognizes and effectively manages this diversity is necessary. Understanding these individual characteristics will help organizations create a supportive work environment and increase employee motivation and job satisfaction (Gibson, Ivancevich, Donnelly, & Konopaske, 2012).

By understanding individual characteristics such as basic needs (according to Maslow's theory), personality styles (MBTI or Big Five), and perceptions of fairness and rewards in the workplace, managers can create more personalized strategies.

and on-target. This is important so that each individual feels valued, empowered, and ultimately contributes maximally to the organization's goals.

Individual Characteristics

The characteristics in question include biography, personality, individual views, and attitudes as explained by Sopiah (2008). Thoha (2014) explains that individuals bring into an organizational structure: their capacities, personal beliefs, expectations, needs, and previous experiences. According to Moorhead and Griffin (2013), the main categories of individual characteristics include character, attitude, perception, and creativity. The individual characteristic variables in this study are indicated by the indicators. focus on personality, ability, and attitudes based on Robbins (2015)

1. Personality

Robbins (2015) explains that personality reflects patterns of behavior and how individuals

consistently respond to their environment. Personality indicators often refer to dimensions such as: Extroversion vs. Introversion, Emotional Stability, Openness to Experience, Agreeableness, Conscientiousness.

2. Ability

According to Robbins (2015), ability is an individual's capacity to carry out several activities in one job. It is an individual's capacity to complete tasks. Abilities are divided into: Intellectual abilities: such as logical thinking, problem solving, Physical abilities: such as stamina, muscle strength.

3. Attitude

Robbins (2015) explains that attitude is a person's evaluation, feelings, and tendencies towards an object, person, or event. According to Robbins, the three components of attitude are: cognitive component (beliefs), affective component (feelings), and behavioral component (tendency to act).

Intrinsic Motivation

Intrinsic motivation is a driving force that arises from within a person to carry out an activity due to the value, meaning, or personal satisfaction felt from that activity, not because of external rewards.

Based on Herzberg's two-factor theory, to maximize employee motivation, the work assigned must have challenging content and encourage achievement. Herzberg highlighted the importance of motivational factors such as achievement, recognition, and responsibility in fostering high levels of motivation among employees. In this context, the primary focus is on intrinsic motivation as the primary factor driving sustained performance. Similarly, Robbins (2008) states that intrinsic motivation emerges after extrinsic motivation is met. This suggests that after satisfying basic needs and external factors (such as salary and working conditions), individuals will seek deeper meaning. From work Which they live it.

Furthermore, Nawawi (2000) stated that intrinsic motivation is a driving force that originates from within a person, which arises from an awareness of significance and usefulness of work. This drive encourages individuals to achieve without relying on external elements such as rewards or sanctions.

Meanwhile, Deci & Ryan (2000) stated that intrinsically motivated individuals tend to demonstrate resilience in their work, higher creativity, strong self-esteem, and superior performance. This differs from individuals who are solely extrinsically motivated, who tend to work only when there is a reward or external pressure. Therefore, it is crucial for organizations to create a work environment that allows individuals to develop intrinsic motivation. This way, employees will not only continue to progress and develop, but will also

work with greater enthusiasm and satisfaction. Intrinsic motivation is the drive that arises from within an employee to perform their work well due to satisfaction with the work itself, not external rewards. In this study, intrinsic motivation was assessed using five indicators derived from Herzberg's two-factor theory (Robbins, 2008):

1. Success
The level of employee work performance and recognition from superiors for this achievement.
2. The work itself
Employees' understanding of the importance of their work, variety in tasks to avoid boredom, and appropriate task placement.
3. Award
Formal or informal recognition or thanks from management for employee performance.
4. Responsibility
Autonomy in completing work, the opportunity to make one's own decisions, and participation in the work process.
5. Self-development
Opportunities given to employees to take part in training, promotions, or challenging assignments as an effort to increase their capacity.

Job satisfaction

Job satisfaction is a feeling of favor or disfavor that employees feel about their work, as well as the personal circumstances that influence these feelings. In general, Job satisfaction indicates a person's feelings about the good or bad results of the work they have done. Intrinsic motivation is the drive that arises from within employees to perform their work to the best of their ability due to a sense of satisfaction with the work itself, not external rewards. In this study, intrinsic motivation was measured using five indicators derived from Herzberg's two-factor theory (in Robbins, 2008). According to Hasibuan (2007), job satisfaction is an emotional feeling that makes individuals feel happy and love their work. This attitude is reflected in a good work ethic, a sense of discipline, and achievement in work. Job satisfaction can arise from the work itself, external factors, or a combination of both.

- Employees will feel satisfied if their expectations align with the reality they face at work. If elements of the job and personal aspects of employees support each other, then job satisfaction levels will increase. they will grow and be enthusiastic. On the other hand, if these two aspects are not harmonious, then satisfaction Work will decrease.

Fred Luthans (1998) explains that several factors influence levels of job satisfaction. In research, job satisfaction variables are generally measured using five main indicators, taken from Luthans' perspective:

- **The Work Itself**

The level of employee satisfaction with the type of work they do, whether it is interesting, challenging, and provides opportunities for development.

- **Salary or Wages (Pay)**

Satisfaction with compensation received, including whether salary is considered fair and appropriate to the workload and contribution made.

- **Promotion**

Perceptions of opportunities for promotion or career advancement within the organization. The more open these opportunities are, the higher employee satisfaction is.

- **Supervision**

The relationship between employees and their immediate superiors, including how the superior provides support, direction, and attention.

- **Colleague Work (Coworkers)**

Satisfaction with relationships with fellow employees, including teamwork, communication, and harmony among coworkers.

Organizational Commitment

Employees who have a strong commitment usually show higher levels of engagement, which is reflected in their attitudes and the way they behave. They are also more likely to stay with the company than employees who do not share the same commitment. According to Porter *et al.*, (1982), commitment reflects the extent to which a person identifies with and is involved in an organization. Becker (1960) describes commitment as the desire to continue engaging in consistent activities because of perceived costs of switching to other activities. According to Allen and Meyer, organizational commitment is divided into three components: affective commitment, normative commitment, and continuance commitment.

1. Affective commitment arises when an employee wants to be part of an organization because he or she has a strong emotional bond with it.
2. Continuance commitment occurs when an employee remains in an organization because he needs the salary and other benefits, or because he has not found a better job.
3. Normative commitment arises from employees' own values. They remain with the organization because they feel it is their duty to remain loyal.

In this study, the indicators used to measure the organizational commitment variable referring to the opinion of Allen and Meyer (1991), which includes affective commitment, continuance commitment, and normative commitment.

PREVIOUS RESEARCH

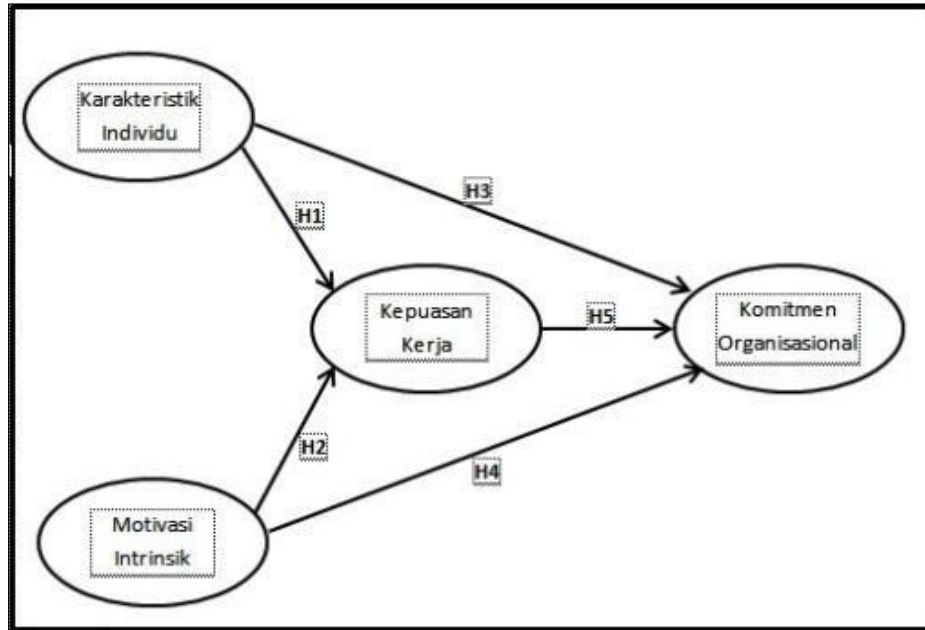
This study is in accordance with the studies of Lumbanraja (2009), Subyantoro (2009), Arifin (2010), and Nursiani *et al.*, (2010) which discuss individual characteristics and job satisfaction. In this study, job satisfaction will be positioned as a mediator variable, which is similar to Arifin's study, but different from the studies of Lumbanraja (2009), Subyantoro (2009), and Nursiani *et al.*, (2010) which see job satisfaction as the dependent variable of the study.

This study also differs from Lumbanraja's (2009) study, as intrinsic motivation serves as the independent variable. Similar to Tella, Ayeni, and Popoola's (2007) study, this study also focuses on organizational commitment as the influencing variable. However, in this study, the independent variables are individual characteristics and intrinsic motivation, whereas in Tella, Ayeni, and Popoola's (2007) study, these independent variables are motivation and job satisfaction. In this study, job satisfaction serves as the connecting variable.

According to Devi's (2009) research, the similarities between these studies lie in the use of intrinsic motivation as the independent variable. However, in this study, there is a difference: organizational commitment is the dependent variable. Furthermore, this study also uses the individual as the independent variable and job satisfaction as the mediating variable, while employee performance is not discussed.

This study is similar to the study conducted by Choong, Wong & Lau (2011), as both discuss intrinsic motivation and organizational commitment. However, in this study, intrinsic motivation serves as an independent variable, not a dependent variable. Meanwhile, organizational commitment serves as a dependent variable, not an independent variable. This study also explains individual characteristics as dependent variables. The similarity of this study with Basthoumi's (2012) study is that both highlight job satisfaction as an intervening variable, and intrinsic motivation and individual characteristics as independent variables.

The dependent variable in this study is organizational commitment. This study is similar to Noer's (2013) study in that both study assess job satisfaction as a connecting variable. The difference lies in the fact that it does not analyze organizational culture as an independent variable, as Noer (2013) did. Considering the context, problem formulation, and theoretical foundations described above, the following empirical research model can be proposed:



3. RESEARCH METHODS

Data source

The data used in this study is quantitative, that is, data presented in numerical form and can be processed. The data used in this study consists of:

1. Primary data is data obtained directly from the original source and then analyzed, so it requires additional processing.
2. Secondary data is data taken from various sources such as companies and literature related to the topic being discussed.

Research Population

A population is a generalized group consisting of objects or subjects that have certain properties or characteristics determined by the researcher to be studied, and then conclusions drawn (Sugiyono, 2008). A sample is a part of the population that serves as a source of information. In this study, the method applied in selecting the sample is saturated sampling. Saturated sampling, or census, is that every member of the population can be used as a sample (Sugiono, 2008). The respondents in this study were all employees of PDAM Pematang, amount to 135 people.

• Research Variables

Based on frame work think. Which already made the variables in this study are divided into three categories, namely: independent variables include individual characteristics and intrinsic motivation. In this study, the intervening variable is job satisfaction. Work, where as variables dependent is commitment to organization. Characteristics individual measured from indicator like characteristic, abilities, and attitudes.

Intrinsic motivation is measured through indicators of achievement, the task itself, rewards, responsibility, and personal development. Job

satisfaction is measured through indicators such as salary, promotion, supervision, support from coworkers, and the work environment. Organizational commitment is measured based on indicators of affective commitment, continuance commitment, and normative commitment. Referring to the conceptual framework that has been created, the variables in this study are divided into three categories: independent variables include individual characteristics and intrinsic motivation. In this study, the intervening variable is job satisfaction, while the dependent variable is organizational commitment. Individual characteristics are assessed through indicators such as attitudes, skills, and character.

Intrinsic motivation is measured through indicators of achievement, the task itself, rewards, responsibility, and self-development.

Job satisfaction is measured through indicators such as salary, promotion, supervision, support from colleagues, and work environment.

Organizational commitment is measured by indicators through affective commitment, continuance commitment, and normative commitment.

Method of collecting data

The methods that will be used to collect data in this study are as follows:

1. Observation

Observation is a data collection technique by making direct observations of phenomena that occur at the research location, then recording the results of these observations.

2. Questionnaire

The questionnaire method was applied as the main method in this research. The assessment was

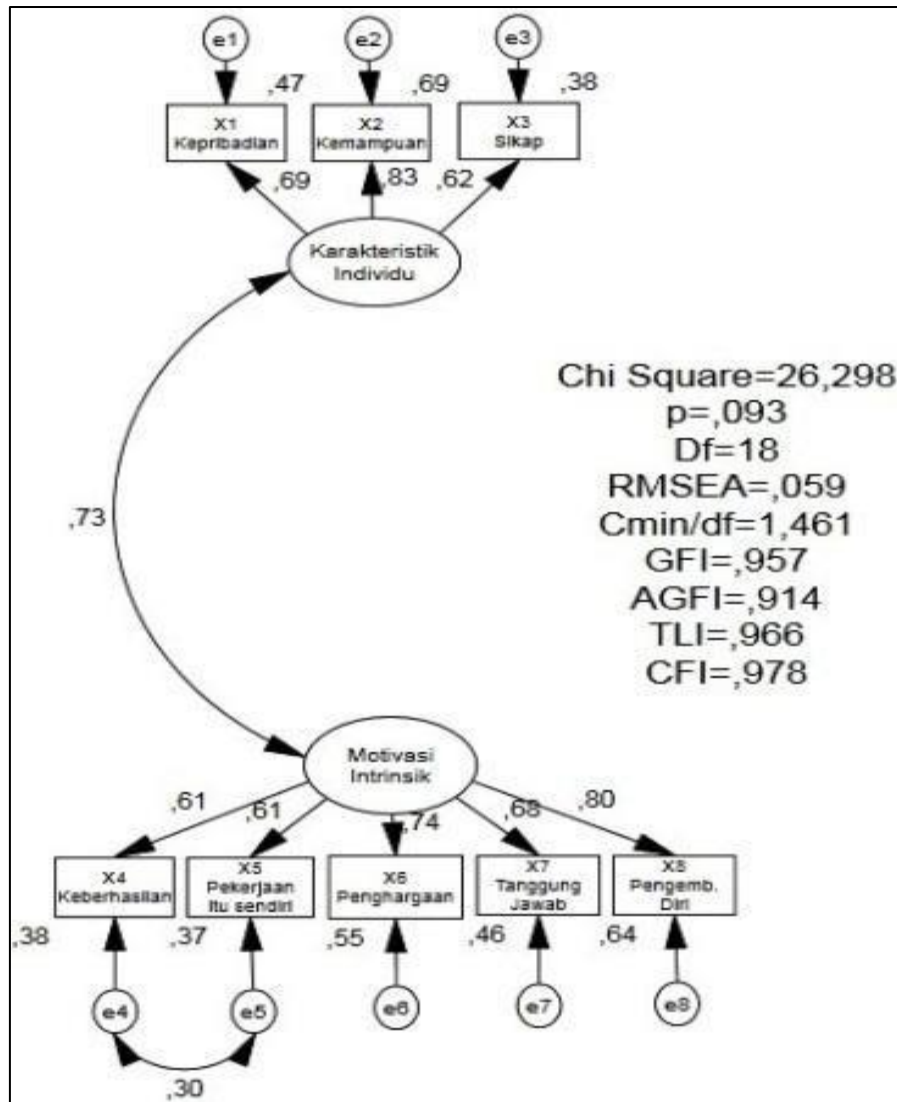
carried out by determining a Likert scale with a range of answers from 1 to 5, namely (5) Strongly Agree, (4) Agree, (3) Neutral, (2) Disagree, and (1) Strongly Disagree, as explained by Sugiyono (2008).

3. Literature study

Literature studies are carried out by reading and studying related literature. with the issues that are the focus of the research.

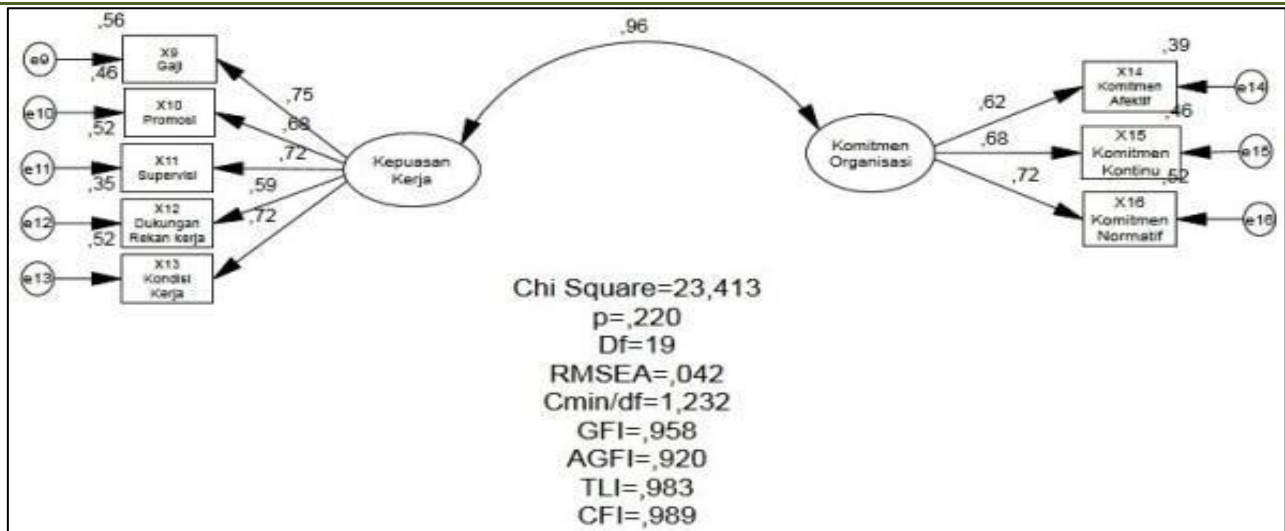
4. Data Analysis Methods

To evaluate the impact of personal characteristics and intrinsic motivation variables on organizational commitment, with job satisfaction as an intermediary variable, the Structural Equation Modeling (SEM) method was used. Goodness of Fit Test (GPT)*mFit* Confirmatory factor analysis (CFA) was conducted



Goodness of Fit Index	Value Limit	Output	Model Evaluation
CHI – SQUARE	≤ 28,869	26,298	FIT
PROBABILITY	≥ 0.05	0.093	FIT
CMIN/DF	≤ 2.00	1,461	FIT
GFI	≥ 0.90	0.957	FIT
AGFI	≥ 0.90	0.914	FIT
TLI	≥ 0.95	0.966	FIT
CFI	≥ 0.95	0.978	FIT
RMSEA	≤ 0.08	0.059	FIT

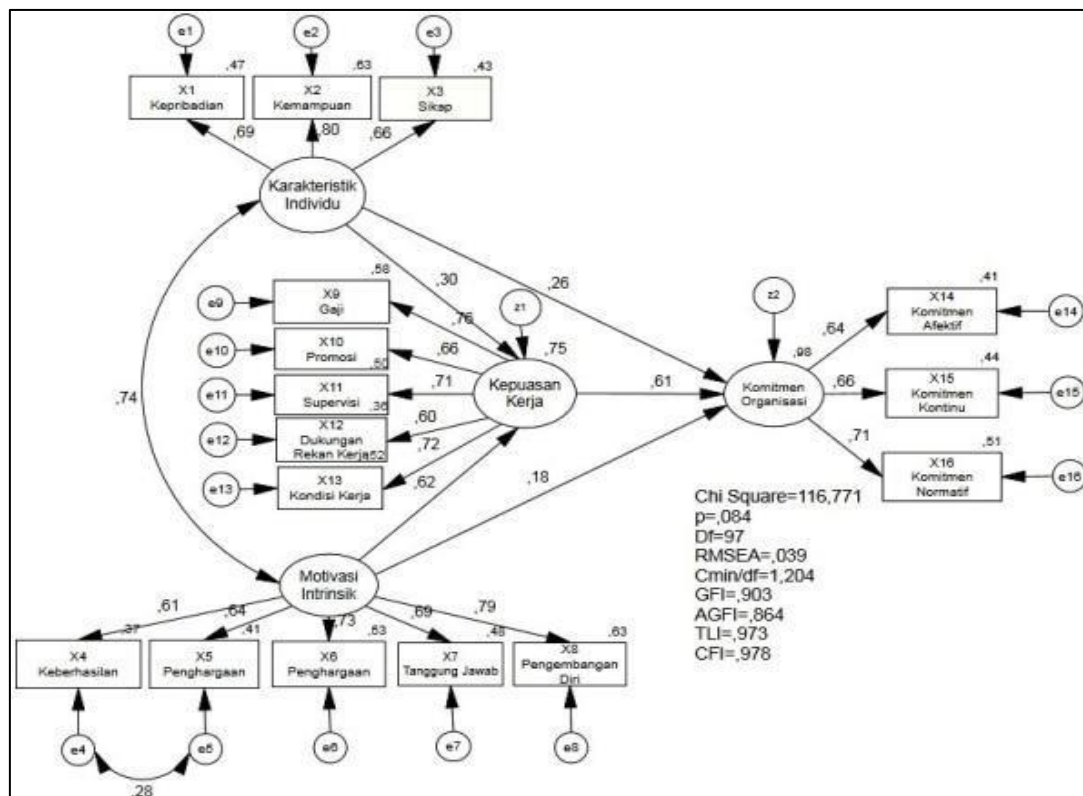
Confirmatory factor analysis (CFA) of endogenous variables using AMOS 22.



Goodness of Fit Index	Value Limit	Output	Model Evaluation
CHI – SQUARE	≤ 30,144	23,413	FIT
PROBABILITY	≥ 0.05	0.220	FIT
CMIN/DF	≤ 2.00	1,232	FIT
GFI	≥ 0.90	0.958	FIT
AGFI	≥ 0.90	0.920	FIT
TLI	≥ 0.95	0.983	FIT
CFI	≥ 0.95	0.989	FIT
RMSEA	≤ 0.08	0.042	FIT

After the confirmatory analysis is carried out, the analysis and the next step is the analysis.

STRUCTRAL EQUATION MODEL (SEM) in full model



Goodness of Fit Index	Value Limit	Output	Model Evaluation
CHI – SQUARE	≤120.99	116,771	FIT
PROBABILITY	≥ 0.05	0.084	FIT
CMIN/DF	≤ 2.00	1,204	FIT
GFI	≥ 0.90	0.903	FIT
AGFI	≥ 0.90	0.864	MARGINAL
TLI	≥ 0.95	0.973	FIT
CFI	≥ 0.95	0.978	FIT
RMSEA	≤ 0.08	0.039	FIT

The results of the fit above show that the modified model is a moderate fit with the fulfillment of the requirements of the GOF category of seven categories, so it can be concluded that the theoretical model and empirical data in this study are in line or there is no difference. between theory and reality.

Each latent variable can directly influence the following:

1. Individual characteristic variables have a direct impact on job satisfaction of 0.302.
2. Variables intrinsic motivation have influence directly to job satisfaction with a value of 0.620.
3. Individual characteristic variables have a direct influence on organizational commitment of

0.261.

4. Variables intrinsic motivation directly have an impact towards organizational commitment of 0.183.
5. The job satisfaction variable has a direct impact on organizational commitment of 0.614.

Testing Hypothesis

Hypothesis testing is conducted by examining the relationship between latent variables by examining the CR (Critical Ratio) value for each partial direct influence path. If the CR value is > 1.96 or the P value is < 0.05, it can be concluded there is a significant influence. Following hypothesis testing results table direct influence:

			CR	P	INFORMATION
KK	<---	KI	2,099	,036	SIGNIFICANT
KK	<---	MI	4,146	-----	SIGNIFICANT
KO	<---	KI	1,739	,082	NOT SIGNIFICANT
KO	<---	MI	,994	,320	NOT SIGNIFICANT
KO	<---	KK	2,922	,003	SIGNIFICANT

Analysis Results SEM is as step testing hypothesis is are as follows:

1. The results of direct testing of the relationship between individual characteristics and job satisfaction indicate a significant effect, as seen from the CR (Critical Ratio) value of 2.099, which is greater than the standard value of 1.96 at the 5% significance level. Therefore, the first hypothesis, which states that individual characteristics have a positive and significant effect on job satisfaction, is accepted.
2. Direct testing of the impact of intrinsic motivation on job satisfaction indicates a significant effect. This is evident from the CR (Critical Ratio) value of 4.146, which is greater than the standard value of 1.96 at the 5% significance level. Therefore, the second hypothesis, stating that intrinsic motivation has a positive effect on job satisfaction, is accepted.
3. The results of a direct test of the impact of individual characteristics on organizational commitment indicated a positive, but insignificant, effect. This is evident from the CR (Critical Ratio) value of 1.739, which is lower than the standard value of 1.96 at the 5% significance level. Therefore, the third

hypothesis, which states a significant effect of individual characteristics on organizational commitment, is rejected.4. A direct test of the relationship between intrinsic motivation and organizational commitment shows a positive, but insignificant, effect. This is evident from the CR (Critical Ratio) value of 0.994, which is less than the standard value of 1.96 at the 5% significance level. Therefore, the fourth hypothesis, which states that intrinsic motivation

4. Intrinsic significantly influences organizational commitment is rejected.
5. Direct testing results indicate a significant effect between job satisfaction and organizational commitment. This is evident from the CR (Critical Ratio) value of 2.922, which is greater than the standard value of 1.96 at the 5% significance level. Therefore, the fifth hypothesis, stating that job satisfaction has a positive effect on organizational commitment, is accepted.

4. DISCUSSION

1. The Influence of Individual Characteristics on Job Satisfaction

According to Subyantoro (2009), everyone has different perspectives, goals, needs, and abilities. These differences are evident in the work environment, so each individual's level of satisfaction varies, even if they work in the same place. Differences in abilities, values, attitudes, and interests—the way a person feels drawn to a particular thing, situation, or idea—will influence their level of job satisfaction.

The findings indicate that individual characteristics have a positive impact on job satisfaction. This finding aligns with research by Lumbanraja (2009), which states that individual characteristics directly influence job satisfaction and employee attitudes toward the organization. Research by Arifin (2010), Subyantoro (2009), and Nursiani *et al.* (2010) also shows that individual characteristics have a direct and significant impact on job satisfaction. This indicates that individual characteristics have a significant impact on job satisfaction. Therefore, the first hypothesis in this study (H1), which states that individual characteristics have a positive and significant impact on job satisfaction, is accepted.

These results indicate that employees who possess good and sufficient traits, abilities, and attitudes tend to feel more satisfied than those lacking these qualities. This sense of satisfaction stems from a sense of competence and success in carrying out work tasks, as well as the ability to adapt well to the work environment, both internally and externally. both inside and outside the organization, so that the achievements they make can support their career growth.

2. The Influence of Intrinsic Motivation on Job Satisfaction

According to Campbell and Campbell (1996), intrinsic motivation is the feeling of satisfaction that arises from within a person upon successfully completing a task. There is a direct link between the task and the results achieved, so that when a task is completed, an individual can feel immediate satisfaction.

Deci and Ryan (2000) state that intrinsic motivation occurs when someone performs an action out of interest and enjoyment. This behavior is performed for personal satisfaction, not for external rewards. Therefore, individuals are not dependent on external rewards, as they seek the action itself. When someone works with intrinsic motivation, they will feel satisfied while carrying out their task.

The findings indicate that intrinsic motivation has a positive impact on job satisfaction levels. These results are consistent with research conducted by Noer (2013), Ncube and Samuel (2014), and Basthoumi (2012), all of which indicate that intrinsic motivation has

a positive influence and significantly impacts job satisfaction. Therefore, the second hypothesis, which states that (H2): intrinsic motivation has a positive and significant impact on job satisfaction, is accepted. This impact indicates that individuals with intrinsic motivation tend to improve their performance and demonstrate better performance in terms of resilience, creativity, self-confidence, and excellence. This also has an impact on increasing job satisfaction.

3. The Influence of Individual Characteristics on Organizational Commitment

Individual characteristics are the unique qualities a person possesses that distinguish them from others. These characteristics encompass aspects such as age, gender, marital status, attitudes, values, and basic abilities, all of which can influence how a person behaves at work (Robbins, 2015).

Research shows that individual characteristics have a positive, but not significant, influence on organizational commitment. This result differs from research previously done by Arifin (2010) and Lumbanraja (2009), who found that individual characteristics do have an impact positive And significant towards organizational commitment.

Therefore, the third hypothesis (H3) stating that individual characteristics have a positive and significant impact on organizational commitment cannot be accepted. This impact indicates that individual characteristics are unable to increase commitment to the organization.

4. The Influence of Intrinsic Motivation on Organizational Commitment

Ryan and Deci (in Walker, 2008) said that employees who have the highest intrinsic motivation are those who, in carrying out their duties and realizing company goals, can reflect personal values and expectations of the company they work for. Intrinsic motivation makes employees willing to give time and effort beyond what they receive in return, so it can be said that intrinsic motivation which are owned employees can strengthen their commitment to the organization.

Research shows that intrinsic motivation has a positive, but insignificant, impact on the level of organizational commitment. This result differs from research conducted by Noer (2013); Choong, Wong, and Lau (2011), which showed that intrinsic motivation has a positive and significant influence on the level of organizational commitment. Therefore, the fourth hypothesis, which states that (H4): intrinsic motivation has a positive and significant effect on organizational commitment, is rejected. This impact indicates that intrinsic motivation is still unable to effectively increase organizational commitment.

5. The Influence of Job Satisfaction on Organizational Commitment

Job satisfaction can strengthen employee commitment to the organization because those who feel satisfied will strive optimally to achieve company goals, are willing to sacrifice for the benefit of the organization, and have a high spirit to remain in the organization. Research shows that job satisfaction has a positive influence on organizational commitment. This finding is in accordance with the results of research by Arifin (2010), Lumbanraja (2009), and Noer (2013) which showed that job satisfaction has a positive and significant impact on employee commitment to the organization. Thus, the fifth hypothesis which states that (H5): job satisfaction has a positive and significant influence on organizational commitment, is accepted.

This impact shows that employees who feel satisfied because they have achieved achievements and received support and recognition from the work environment will feel safer and more comfortable. Therefore, these employees feel that their workplace is very suitable and supports their career growth, so that a sense of ownership and attachment to the organization arises, and they decide to continue working there.

6. The Influence of Individual Characteristics on Organizational Commitment with Job Satisfaction as an Intervening Variable

Individual characteristics influence organizational commitment with a value of 0.261, and indirectly influence commitment through job satisfaction levels of 0.186. Research shows that job satisfaction acts as a positive intervening variable that links the influence of individual characteristics to organizational commitment. This positive role indicates that the management of the Pemalang Regency PDAM not only needs to improve employee characteristics, but also must pay attention to increasing job satisfaction so that organizational commitment can increase. Therefore, individual characteristics and job satisfaction are two interrelated aspects in increasing employee commitment at the Pemalang Regency PDAM. The Influence of Intrinsic Motivation on Organizational Commitment with Job Satisfaction as an Intervening Variable

Intrinsic motivation has a direct influence on organizational commitment with a value of 0.183, as well as an indirect influence through job satisfaction with a value of 0.381. The results of the analysis indicate that job satisfaction acts as a positive intermediary variable in the relationship between intrinsic motivation and organizational commitment. This positive intervention indicates that the management of PDAM Pemalang Regency, in addition to increasing employee intrinsic motivation, also needs to pay attention to increasing job satisfaction so that organizational commitment can increase. Thus, intrinsic motivation and job satisfaction are two interrelated and important aspects to increase the

organizational commitment of PDAM Pemalang Regency employees.

5. CONCLUSION

1. The Impact of Individual Characteristics on Job Satisfaction

Hypothesis testing shows that there is a positive and significant influence of individual characteristics on job satisfaction, with a Critical Ratio (C.R) value of 2.099 and P (Probability) of 0.036 ($p < 0.05$). Based on standardized regression weights, it can be concluded that the ability indicator is the most influential indicator of individual characteristics in influencing job satisfaction, with an estimated value of 0.797. Individual characteristics have a positive and significant impact on job satisfaction, where the more a person's abilities match the company's expectations, the higher the level of job satisfaction.

2. The Impact of Intrinsic Motivation on Job Satisfaction

The hypothesis test conducted revealed that there is a significant positive influence between intrinsic motivation and job satisfaction with a Critical Ratio (C.R) value of 4.146 and P (Probability) of 0.001 ($p < 0.05$). The standardized regression weights show that the self-development indicator is the indicator that shows the greatest role in measuring intrinsic motivation, with an estimated value of 0.793. This shows that for PDAM Pemalang Regency employees, intrinsic motivation for self-development has a more significant impact compared to other intrinsic motivation indicators. The opportunity to develop the abilities of employees creates strong internal motivation, so that it can have an impact on their job satisfaction.

3. The Impact of Personal Characteristics on Commitment to the Organization

Hypothesis testing indicates a positive, though insignificant, relationship between individual characteristics and organizational commitment. The Critical Ratio (CR) value obtained was 1.739, with a P (Probability) value of 0.082 ($p > 0.05$).

Tests show that individual traits are not sufficient to strengthen commitment to the organization. However, this study still shows a positive trend, although it is not significant at the 5% α level. This means improving individual characteristics does not directly increase commitment to the organization.

4. The Impact of Intrinsic Motivation on Organizational Commitment

The hypothesis test conducted showed a positive, though insignificant, influence between intrinsic motivation and organizational commitment. The Critical Ratio (CR) value was 0.994 and P (Probability) was 0.320 ($p > 0.05$). The trial showed that intrinsic motivation was not yet effective enough in increasing organizational commitment. However, the

results of the study still showed a positive trend, although not significant, which means that increasing intrinsic motivation has not directly had a significant impact on commitment to the organization.

5. The Impact of Job Satisfaction on Commitment to Organization

The hypothesis test conducted showed a positive influence, although not significant, between motivation intrinsic and commitment organization. The Critical Ratio (C.R) value is 0.994 and P (Probability) is 0.320 ($P > 0.05$). The trial showed that intrinsic motivation was not yet effective enough in increasing organizational commitment. However, the results of the study still showed a positive trend, although not significant, which means that increasing intrinsic motivation did not directly have a significant impact on commitment to the organization.

SUGGESTION

Management should focus on improving job satisfaction to strengthen employee commitment to the organization, especially in the lowest-scoring aspect of job satisfaction, namely promotions. In this case, management can implement a clear and fair promotion system. To increase employee intrinsic motivation, especially in aspects of work that have low value, it is recommended that management regularly rotate jobs from one position to another. Further research can be conducted by identifying the limitations that still exist in this study.

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