

ABSTRACT

This study examines the influence of work motivation and organizational commitment on job satisfaction among employees of PT Pindad (Persero) Bandung, a state-owned enterprise engaged in the manufacturing and defense industry sector. In an increasingly competitive business climate, organizational performance largely depends on the quality of its human resources. Internal data from 2023 indicate a decline in employee job satisfaction levels, highlighting issues that require further investigation. This research aims to determine how work motivation and organizational commitment simultaneously affect job satisfaction, particularly in the context of Indonesia's defense industry, which has rarely been explored. Although both variables have been widely studied individually, there is still limited research addressing their combined impact within state-owned manufacturing companies.

Using a quantitative approach, this study involved 258 respondents selected through proportionate stratified random sampling. Data were collected using a structured questionnaire with a five-point Likert scale and analyzed with IBM SPSS Statistics for Windows version 29. The analytical techniques included descriptive statistics, classical assumption tests, and multiple linear regression analysis.

The results show that work motivation and organizational commitment have a positive and significant effect on job satisfaction. Among the two variables, organizational commitment exerts a stronger influence ($\beta = 0.509$; $t = 9.801$; $p < 0.05$) compared to work motivation ($\beta = 0.260$; $t = 5.016$; $p < 0.05$). The R Square value of 0.442 indicates that 44.2% of the variance in job satisfaction is explained by these two variables, while the remaining 55.8% is attributed to other factors outside this study.

Keywords—Job satisfaction, Work motivation, Organizational commitment, Human resource management, Organizational behavior