Exploring the Interplay of Job Satisfaction, Work Motivation, and Organizational Commitment on Service Quality: Evidence from Café Employees in Kediri, Indonesia

Vidyasana Viveka Vira Paksi Putri Vientya[1], M. Shohibul Jamil[2], Mohamad Sodikin[3*]

[1,2,3]Sekolah Tinggi Ilmu Ekonomi Cendekia Karya Utama, Indonesia
email[1] vidyasanavivekavira00@gmail.com ; email[2] royanaljamil@gmail.com ; email[3] sodikinmohamad73@gmail.com

Jl. Tegalsari Raya No.102, Semarang, Indonesia
[*]*Corresponden author email:* sodikinmohamad73@gmail.com

Abstract.

The purpose of this study is to examine how organizational commitment, work motivation, and job satisfaction affect the level of service provided by café workers in Kota District, Kediri, East Java. The whole population of 75 employees from seven cafes who were sampled using census methodologies were surveyed as part of this quantitative investigation. A five-point Likert scale questionnaire was used to collect data, and the SPSS software was used to analyze the data using multiple linear regression, validity, reliability, t-test, F-test, and coefficient of determination (R^2). The findings demonstrated that, both partially and concurrently, three independent variables job satisfaction, work drive, and organizational commitment had a favorable and significant impact on service quality. Of the three, organizational commitment had the most impact on service quality ($\beta = 0.529$), indicating that employee sense of responsibility, loyalty, and emotional attachment are important factors in providing excellent service. These results support the findings of worldwide research indicating organizational commitment is the primary determinant of service behavior in the service sector and are consistent with Meyer and Allen's (1997) notion of affective commitment. This study's contribution is found in the micro context of Indonesian café enterprises, which demonstrates that increasing staff dedication and engagement at work is a key tactic for raising customer service quality.

Keywords: job satisfaction, work motivation, organizational commitment, service quality, cafe

1. INTRODUCTION

The era of increasingly competitive business competition and rapidly changing consumer preferences demands organizations to be able to adapt and increase the effectiveness of their management practices. Customer service quality is one of the most important aspects of keeping a company competitive, particularly in the service industry. The organization's ability to meet customer expectations and the efficiency of its human resource management are both reflected in the quality of its services (Parasuraman, A., Zeithaml, V. A., & Berry, 1988).

Without the active participation of workers with high levels of job satisfaction, motivation, and organizational commitment, optimal service quality cannot be attained. According to a study (Heimerl et al., 2020), job satisfaction directly affects how employees behave when delivering services, particularly in the hospitality sector. When

employees feel satisfied with their work, whether it's a conducive work environment, a fair reward system, or good interpersonal relationships they tend to provide friendlier, faster, and more quality service. On the other hand, dissatisfied employees will show passive, indifferent, and even counterproductive behavior to the quality of the service produced.

According to a number of motivational study findings (Ghaderi et al., 2023; Lee et al., 2015), an individual's internal urge to satisfy a variety of requirements, from physiological necessities to self-actualization, is the source of work motivation. High motivation will encourage employees to actively participate and show the best performance, including in serving customers. Research by (Hewagama et al., 2019) reinforcing this view by showing that employee empowerment and good HRM practices can improve work motivation and service recovery performance in the hospitality industry.

Furthermore, the association between job happiness and service quality is strengthened by organizational commitment. Organizational commitment has a favorable impact on delivering high-quality services, particularly through organizational support and knowledge-sharing channels, according to research (Dhar, 2015). Employees who have high commitment will put organizational goals as a priority and strive to provide the best service despite facing high work pressure.

There has been research on service quality, particularly in major service industries like transportation, hospitality, and healthcare (Tsaur & Lin, 2004; Wang & Tseng, 2019). However, rather than explicitly addressing customer perceptions of service quality, the majority of prior research has concentrated more on the relationship between work satisfaction, motivation, and organizational commitment to staff performance or turnover intention (Wang & Tseng, 2019). In addition, most previous research has focused on the hospitality sector or large-scale restaurants (Hewagama et al., 2019; Judge et al., 2001), while research on small and medium-sized cafes in developing cities is still very limited. In fact, the characteristics of working in independent cafes are very different with lower levels of supervision, a simple compensation system, and intense direct interaction between employees and customers. This condition makes the dynamics of job satisfaction and employee motivation more complex and worth researching.

Empirical phenomena in the field also strengthen the relevance of this research. Based on Google Reviews data (December 2023) at several cafes in Kota District, Kediri City, East Java, Indonesia a number of customer complaints were found related to the low service quality. Some reviews noted that employees were less responsive, forgot orders, and tended to be less serious about work. Complaints such as "Very long service... work while chatting and not serious" or "Employees forget customer orders" indicates a decrease in service performance which has the potential to be triggered by low job satisfaction and motivation. Meanwhile, management demands high productivity and commitment without paying attention to employee welfare and satisfaction. This condition is an indication of an imbalance between organizational expectations and meeting employee needs.

This discrepancy highlights the significance of this study, which aims to close the gap between the local reality in the small-medium service sector—where the most important aspect is the personal contact between staff and customers—and the worldwide literature that focuses on huge sectors. Therefore, by offering fresh data on how job happiness, work motivation, and organizational commitment impact service quality in the context of Indonesia's work culture and organization, this study is anticipated to close the empirical gap.

Additionally, this research's practical value is to give café management and other service businesses a foundation for creating a human resource management plan that is more focused on employee welfare and service behavior. It is anticipated that the research's findings will assist café managers in realizing that enhancing customer service quality requires not only technical training but also continuous management of employee motivation, work dedication, and satisfaction.

2. LITERATURE REVIEW

2.1. Service Quality

In the context of the service industry such as the café industry, service quality is a key factor in determining competitiveness and customer satisfaction. The service quality reflects how far the service provided can meet or exceed customer expectations (Parasuraman, A., Zeithaml, V. A., & Berry, 1988). According to recent research, customer-employee interaction plays a significant role in how well a service is perceived (Simanjuntak et al., 2020). As a result, internal staff traits including motivation, work

happiness, and organizational commitment are crucial in determining how well customers view the service (Tsaur & Lin, 2004; Wang & Tseng, 2019).

2.2. Job Satisfaction and Service Quality

Job satisfaction is an employee's emotional evaluation of their work, which reflects the extent to which the job meets their needs and expectations (Baquero, 2022). In the service sector, job satisfaction has been shown to contribute directly to customer-oriented employee behavior. According to (Tsaur & Lin, 2004), contented workers typically exhibit accountability, empathy, and friendliness when offering services. Customer perception of service quality in the hotel industry is positively impacted by job satisfaction, according to research (Al-Ababneh et al., 2018; Locke, 1976; Pelit et al., 2011). This demonstrates how job satisfaction affects both customer satisfaction and employee retention. Therefore, the following hypothesis proposed:

H1: Job satisfaction has a positive effect on service quality.

2.3. Work Motivation and Service Quality

Work motivation is an internal or external drive that affects the energy level, direction, and perseverance of employees in carrying out tasks (Deci & Ryan, 2000). In the context of service, highly motivated employees tend to provide faster, responsive, and personalized service to customers.

Research (Akbudak, 2024; Gagné et al., 2022) It shows that employee intrinsic motivation is directly related to customer perception of service quality. Similarly (Moon et al., 2019) Found that employee work motivation is one of the main determinants of proactive service behavior in service organizations.

Practically, motivated employees feel their work is meaningful and show enthusiasm for serving, which ultimately improves the perception of the quality of customer service. Based on this description, the following hypothesis is proposed.

H2: Work motivation has a positive effect on service quality.

2.4. Organizational Commitment and Service Quality

Organizational commitment describes an employee's emotional, moral, and ongoing attachment to his or her organization (Meyer & Alien, 1991). Employees who have a high commitment tend to work with greater dedication, prioritize the interests of the organization, and maintain the image of service (Elmadağ et al., 2008; Wulandari, 2019). In the service industry, employee commitment to the organization and to service

standards has been proven to be positively correlated with consistent service quality (Clark et al., 2009). Customer satisfaction is more likely to be maintained by workers who have a sense of "belonging" to the company. According to empirical research, service performance loyalty is significantly predicted by dedication to service quality (Agyeiwaah et al., 2022). Based on this description, the following hypothesis is proposed:

H3: Service quality is positively impacted by organizational commitment.

The theoretical model of the research is produced in the following figure 1 based on this investigation.
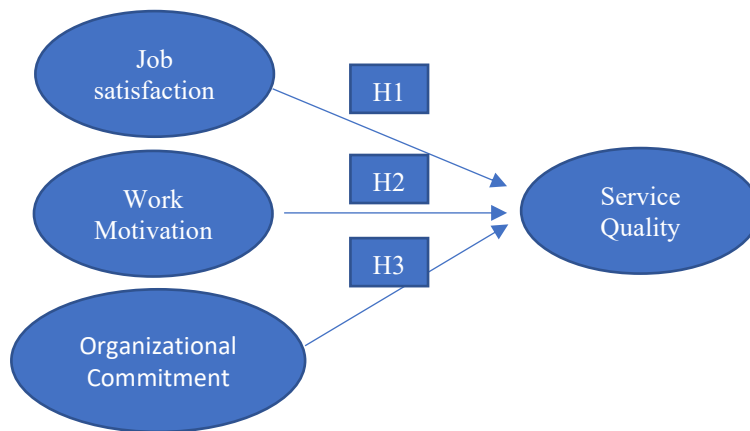

Figure 1. Theoretical model of research

3. RESEARCH METHODS

This study uses an explanatory quantitative approach to analyze the influence of job satisfaction, work motivation, and organizational commitment on service quality in café employees in Kota District, Kediri City, East Java. This method was selected in order to use statistical analysis based on actual data to explain the causal relationship between variables (Creswell & Creswell, 2017).

The research population is all employees of seven cafes in Kota District, Kediri, namely SK Coffee Lab, Awor Coffee, Lastay Coffee, Serupo Coffee, Suatukopi, Okui Es Kopi and Teman, as well as Front Parking Coffee & Eatery, with a total of 75 employees. This study employs a saturation sampling technique (census) in which every member of the population is sampled due to the comparatively modest population size.

A closed questionnaire with a five-point Likert scale was used to collect primary data by gauging respondents' opinions of several job satisfaction indices (Locke, 1976), work motivation (Peramatzis & Galanakis, 2022), organizational commitment (Meyer & Alien, 1991), and service quality (Parasuraman, A., Zeithaml, V. A., & Berry, 1988). In

addition, secondary data such as café profiles and customer reviews from Google Reviews are used to reinforce the context of the research phenomenon.

In order to gather information about working conditions and service systems, questionnaires and field observations were used in conjunction with quick interviews with café managers. Multiple linear regression analysis to assess the impact of each variable, instrument validity and reliability testing, and traditional assumption tests were all part of the data analysis process, which was conducted using SPSS. The simultaneous effect on service quality is tested using the F test, and the partial influence is analyzed using the t-test. The entire contribution of independent variables to dependent variables is measured using the coefficient of determination (R^2).The total contribution of independent variables to dependent variables is measured using determination (R^2).

4. RESULTS AND DISCUSSION

4.1. Description of the Respondents

All of the study's participants were employees of seven cafes in Kota District, Kediri, which included SK Coffee Lab, Awor Coffee, Lastay Coffee, Serupo Coffee, Suatukopi, Okui Es Kopi and Friends, and Front Parking Coffee & Eatery. The total number of respondents was 75 people, in accordance with the saturated sampling method (census), where the entire population was used as a research sample. Descriptive information on respondents' characteristics according to gender, age, and most recent educational level is included in Table 1 below:

Table 1. Description of Respondents

Category	Information	Number (people)	Percentage (%)
Gender	Male / Female	29 / 46	38,6 / 61,3
Age	20–30 years old / 31–40 years old / >40 years old	49 / 20 / 6	65,3 / 26,6 / 8,0
Education	High School / D3 / S1	9 / 23 / 43	12,0 / 30,6 / 57,4

Source: Primary data processed.

Based on Table 1, the majority of respondents are women (61.3%) aged between 20-30 years old (65.3%), with a S1 education level (57.4%). This composition shows that the

workforce in the café sector in Kediri is dominated by the younger generation with a fairly high educational background.

This condition reflects the typical dynamics of the hospitality sector in Indonesia, where young employees play an important role as the spearhead of services that interact directly with customers. As stated by (Pelit et al., 2011), young workers tend to have high levels of energy, creativity, and openness to service innovation, but also need a good managerial support system to keep their motivation and commitment stable.

4.2. Instrument Validity and Reliability Test

Four variables job satisfaction, work motivation, organizational commitment, and service quality are measured by respondents using a five-point Likert scale. If the r-calculated value > r-table (0.227; n = 75) and sig < 0.05, the validity test was performed using the Pearson Product Moment correlation with valid criteria.

The results showed that all items of the statement were valid, with a correlation value between 0.451–0.812 and a significance level below 0.05 (Table 2). Meanwhile, the reliability test used Cronbach's Alpha coefficient, and the results showed that all variables had values above 0.70 (Table 2), indicating that the instrument was very reliable (Cicchetti, 1994).

Table 2: Results of Instrument Validity and Reliability Tests

Variable	Number of Items	Range r-count	r-table (α=0.05)	Cronbach's Alpha	Information
Job Satisfaction	5	0.523–0.784	0.227	0.868	Valid & Reliable
Work Motivation	5	0.486–0.795	0.227	0.874	Valid & Reliable
Organizational Commitment	3	0.451–0.812	0.227	0.856	Valid & Reliable
Service quality	5	0.498–0.799	0.227	0.879	Valid & Reliable

Source: Primary data processed (2025)

4.3. Hypothesis Test

Table 3 displays the hypothesis test findings, indicating whether the study's hypothesis was accepted or rejected.

Table 3: Results of the Research Hypothesis Test

Influence	Regression Coefficient (β)	t-count	Sig.	Information
Job Satisfaction → Service Quality	0.170	2.447	0.017	accepted

Influence	Regression Coefficient (β)	t-count	Sig.	Information
Work Motivation → Service quality	0.340	3.396	0.001	accepted
Organizational Commitment → Service quality	0.529	6.204	0.000	accepted

Source: Primary data processed (2025)

Based on the test results presented in Table 3, it shows that all independent variables have a significant positive effect on service quality.

Hypothesis 1: The Effect of Job Satisfaction on Service Quality

The results of regression analysis showed that job satisfaction had a positive and significant effect on service quality (t = 2.447; sig = 0.017). This value shows that the higher the level of job satisfaction felt by employees, the better the service quality provided to customers.

Theoretically, these findings corroborate (Locke, 1976) theory that job satisfaction is a good emotional state that derives from an individual's evaluation of their work and that this feeling is mirrored in work behavior, including customer service encounters. When employees feel satisfied with compensation, supervision, and working relationships, they tend to be more enthusiastic, friendly, and proactive in providing service. These results align with the findings of a study conducted in Turkey's hotel sector (Pelit et al., 2011), which found that customer loyalty and service-oriented behavior are strongly influenced by work satisfaction. According to similar findings (Abdull Rahman et al., 2022; Lam et al., 2022), contented workers demonstrated greater emotional connection with their jobs, which directly affected clients' opinions of the quality of the services they received.

In the context of this study, this phenomenon is reflected in various cafes in Kediri, where employees who feel satisfied with the work environment and reward system show quick and polite responses in serving customers. Conversely, when satisfaction decreases (e.g. due to high workloads or disproportionate salaries), there is an increase in customer complaints on platforms such as Google Reviews.

Therefore, the results of this study give empirical proof that job happiness is the major basis in creating quality service behavior, especially in small service sectors such as cafes that rely largely on interpersonal connection.

Hypothesis 2: The Effect of Work Motivation on Service Quality

Work motivation had a favorable and significant impact on service quality, according to the regression test results (t = 3.396; sig = 0.001). These findings confirm that motivational motivation both intrinsic and extrinsic encourages employees to provide service that is faster, friendlier, and in line with customer standards.

These findings are consistent with motivational theory (Peramatzis & Galanakis, 2022), which holds that motivating elements like accomplishment, acknowledgment, and accountability are crucial in raising the caliber of individual work. In the context of service, intrinsic motivation gives rise to caring and the spirit of serving customers wholeheartedly. The findings of this study reinforce the results of the study (Gagné et al., 2022) which indicates that employees who have high intrinsic motivation exhibit positive work behaviors, such as empathy and initiative in service. In the context of cafes in Kediri, work motivation arises from a combination of economic needs (salary) and social recognition (customer appreciation). Motivated employees show faster response to customer orders and complaints. Conversely, low motivation due to lack of appreciation or weak supervision has the potential to lower service standards. Thus, this result confirms the importance of creating an employee management system based on motivation enhancement so that service quality remains consistent.

Hypothesis 3: Organizational Commitment Affects Service Quality

The results of the regression test showed that organizational commitment had the strongest influence ($\beta = 0.529$), followed by work motivation ($\beta = 0.340$), and job satisfaction ($\beta = 0.170$). These results show that the dimension of organizational commitment is the dominant factor that determines how well employees are in providing services to customers. This is in line with the study (Sodikin, Mohamad; Niati, Asih; Pratiwi, 2025; Sodikin et al., 2023) of high employee commitment which encourages individuals to carry out their duties and provide the best possible service to others, as a form of responsibility and dedication to the organization and spiritual values.

These findings are consistent with respondents' perceptions, where the indicators of affective commitment and normative commitment obtained the highest average scores, in the "high" category (range 3.41–4.20). This reflects that most employees feel emotionally and morally attached to where they work. They are proud to be part of the

organization and feel a responsibility to maintain the reputation of the café through the best service to customers.

These results theoretically support the theory (Meyer & Alien, 1991) that extra-role conduct and high-quality service are strongly influenced by organizational commitment, particularly the affective dimension. Because they feel like they belong to the company, highly committed workers will go above and beyond what is required of them. Employees with high levels of organizational commitment were found to be more likely to exhibit excellent customer orientation and retain consistency in service, especially in difficult work settings (Scott, 2016; Lo et al., 2024). This occurs as a result of the organization's dedication, which cultivates a sense of individual accountability for the organization's success. The traits of the respondents can also account for the significant impact of organizational commitment in this study. As explained in the descriptive table, the majority of respondents are young people aged 20-30 years with a S1 level of education, who generally have a high work ethic and orientation towards meaning and pride in work. According to (Singh et al., 2021), the younger generation in the service sector tends to shape organizational commitment through emotional satisfaction with the work environment and positive social relationships with colleagues and customers. Because organizational commitment fosters more consistent, compassionate, and proactive service conduct, the study's findings support empirical data that it is the biggest predictor of service quality.

The three hypothesis results show a strong causal relationship between employee psychological variables (satisfaction, motivation, commitment) and service quality. Simultaneous results (F = 375.617; sig = 0.000) reinforce that these variables together make a significant contribution to the service quality (Table 4). F-calculated values (375.617) > F-table (2.73) and sig = 0.000 < 0.05 show that organizational commitment, work motivation, and job satisfaction all significantly affect service quality at the same time. This demonstrates how the three psychological factors influence quality service conduct in a complementary way. These results are consistent with the findings of (Harter et al., 2002; Sypniewska et al., 2023), which claim that the combination of employee engagement drivers such as commitment, motivation, and satisfaction improves service delivery effectiveness.

Table 4. Simultaneous Test Results

Type	F-count	Sig.	Information
Multiple Linear Regression	375.617	0.000	Significant

Source: Primary data processed (2025)

In the meantime, the R^2 Test yielded a value of 0.941 (Table 5). $R^2 = 0.941$ shows that a combination of job satisfaction, work motivation, and organizational commitment can account for 94.1% of the variation in service quality. The remaining 5.9% was influenced by other factors outside the model, such as training, leadership style, and organizational culture. The Adjusted R^2 value = 0.938 reinforces the stability of the model, indicating that independent variables are highly relevant in explaining changes in service quality. A high R value (0.970) indicates a very strong correlation between employee psychological factors and service outcomes.

Table 5. Test Results R Square (R^2)

Type	R	R Square (R^2)	Adjusted R^2	Std. Error of Estimate
Multiple Linear Regression	0.970	0.941	0.938	0.187

Source: Primary data processed (2025)

These findings reinforce the view (Muisyo et al., 2022) That green human resource management can encourage employee engagement and internal affective factors is the main foundation for the creation of service-based competitive advantages. In the context of the phenomenon in Kediri, this result also answers the phenomenon gap in the form of declining service quality due to low job satisfaction and motivation.

5. CONCLUSION

This study concludes that job satisfaction, work motivation, and organizational commitment have a positive and significant effect on service quality among café employees in Kota District, Kediri. All three variables simultaneously contribute strongly to improving service quality, with organizational commitment emerging as the most dominant factor, followed by work motivation and job satisfaction. These findings indicate that employees who feel satisfied with their jobs, motivated to perform well, and emotionally committed to their organization tend to deliver more consistent, responsive, and customer-oriented services. Therefore, improving service quality in the café sector requires not only technical skills and operational efficiency but also strategic human

resource management efforts that focus on enhancing employee satisfaction, motivation, and organizational commitment.

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