

Organization Commitment and Work Environment on Job Satisfaction: The Mediating Role of Work Motivation

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ABSTRACT

The study was conducted at government-owned water company with the purpose of this study was to determine the effect of organizational commitment on work motivation, the influence of the work environment on work motivation, the effect of organizational commitment on job satisfaction, the effect of work environment on job satisfaction, the effect of work motivation on job satisfaction, mediation of work motivation variable on the effect of organizational commitment on job satisfaction and mediation of work motivation variable on the influence of the work environment on job satisfaction. The population in this study were 500 employees of government-owned water company in East Java, Indonesia, while the sample size was taken using Slovin formula and got 83 employees. The results showed that there is a direct effect of organizational commitment on work motivation, there is a direct effect of work environment on work motivation, there is a direct effect of organizational commitment on job satisfaction, there is a direct effect of work environment on job satisfaction, there is a direct effect of work motivation on job satisfaction, motivation work does not mediate the effect of organizational commitment on job satisfaction, and work motivation does not mediate the effect of the work environment on job satisfaction.

Keywords: Organizational Commitment, Work Environment, Job Satisfaction, Work Motivation

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INTRODUCTION

According to Robbins and Judge (2015) job satisfaction is a general attitude towards a person's job which shows the difference between the number of awards received by workers and the amount they believe they should receive. Job satisfaction is an affective or emotional response to various aspects of a person's job. A person can be relatively satisfied with one aspect of work and dissatisfied with one or more other aspects (Hasibuan 2016). Job satisfaction is an evaluation or reflection of the employee's feelings for the work done. This can be seen in the employee's positive attitude towards work and everything that is faced by his work environment. Job satisfaction is considered as the level of pleasure someone feels for the role or work in the organization. Job satisfaction concerns the psychological individual in the organization, which is caused by the perceived state of the environment (Umar, 2010). Good employee job satisfaction will encourage employee performance. Employees who are satisfied with their work will exert their energy and abilities to work optimally in order to achieve company goals. Yanuardini's (2014) research states that employee job satisfaction has an impact on employee performance. High job satisfaction will encourage employees to produce high performance. In order that employees can work well and have good work performance, employees must have high organizational commitment. Organizational commitment can grow if employee work expectations can be met. Furthermore, the fulfillment of employee expectations will make him satisfied in his work. The research conducted by Cherian et al. (2018) shows that there is an effect of organizational commitment on job satisfaction. Organizational commitment is considered as a form of psychological attachment of employees to the organization. Employees who have good organizational

commitment will provide value to the organization. Furthermore, the organization will provide the results desired and expected by employees so that employees can achieve job satisfaction. Job satisfaction is considered as an attitude that is generally owned as a result of the perception of each individual on the job. Each employee is required to increase work productivity, but the company also needs to fulfill employees' expectations so that the employees feel satisfied. Job satisfaction is an attitude that arises because of an assessment of the work situation. In this case, coworkers have a role to create a conducive work environment so that employees will be satisfied in their work. Research conducted by Raziqa and Maulabakhsh (2015) shows that there is a positive relationship between work environment and employee job satisfaction. In this case, companies need to realize the importance of a good work environment in order to maximize the level of job satisfaction. Related to this, organizational commitment and work environment are considered influential on employee's job satisfaction. On the other hand, there are variables that mediate the influence of organizational commitment and work environment on job satisfaction, namely employee work motivation. Employees will feel that the company provides an opportunity to progress and will be satisfied when the target is fulfilled. If the employee feels that the work done gives satisfaction, then the employee feels that the work done has succeeded in meeting the needs. This encourages employees to behave in accordance with the standards set by the company.

The researchers' initial findings indicate that government-owned water company in East Java, Indonesia employees have a high commitment to work. This can be seen from the reluctance of employees to leave work. The work environment in government-owned water company also seems conducive. This can be

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seen in the fulfillment of physical and non-physical work environments of employees such as: the existence of colleagues who support each other and the completeness of work facilities and infrastructure. In addition, employees are always motivated to work and behave according to company standards. Employees claimed to be satisfied with the company's work system so that it fully supports the achievement of the vision and mission of the government-owned water company. The conditions of the work environment also make employees satisfied in their work and make maximum efforts to always improve performance. In addition, the fulfillment of the needs of employees by the company makes it always motivated in work.

Based on the description above then the research question can be formulated as of whether organizational commitment affect employee work motivation, work environment affect employee work motivation, organizational commitment affect employee job satisfaction, work environment affect employee job satisfaction, work motivation affect employees job satisfaction, organizational commitment affect employee job satisfaction through work motivation, and whether work environment affect employee job satisfaction through work motivation.

LITERATURE REVIEW AND HYPOTHESES

Organizational Commitment

Organizational commitment is defined as the extent to which an employee identifies with a particular organization and its goals and hopes to maintain membership in the organization (Robbins & Judge, 2015). Mowday, Steers, & Porter defined organizational as the relative strength of an individual's identification with and involvement in a particular organization (Jabri & Ghazzawi, 2019). Thus, an employee is considered to have a commitment to a particular organization if he can identify with the goals of the organization, work hard to achieve it and want to maintain its membership. Robbins and Judge (2011) define organizational commitment as a condition of employees siding with a particular company and its objectives and intending to maintain membership in the company. In other words, organizational commitment is related to the high desire of employees to share and sacrifice for the company. Meyer et.al. (2002) mention there are three types of organizational commitment, include affective commitment, continuance commitment, normative commitment. The affective component is indicated by the emotional attachment of an employee to his organization and his goals. He believes in the goals and values of the organization and therefore wants to stay with the organization to achieve its goals. As for the normative component, that is, employees' internal obligations for the organization. He feels or thinks that he must remain in the organization and that is why he maintains membership in the organization. Continuance commitment, related to calculative decisions, for example an employee remains a member of the organization because he did not find a better opportunity or stop is expensive. These three components show the psychological ties of employees with their organizations so that they do not leave their organizations.

Work environment

The work environment is anything that involves the physical and psychological aspects that will directly or indirectly affect employees. The work environment is the

environment or material conditions and psychological conditions. The work environment is also regarded as an internal or psychological environment of an organization (Malik, 2018). The work environment can be interpreted as a whole surrounding environment where people work, work methods, as the influence of work both as individuals and groups (Afandi, 2016). According to Rehkopf et al (2017) the concept of job environment is a comprehensive concept including physical, psychological and social aspects that characterize working conditions. Job environment involves all aspects that act and react to the body and mind of an employee. Woodman et al (1993) examined two characteristics of job environments in organizations consist of group characteristics including norms, consistency within groups, problem solving approaches used in groups and organizational characteristics such as rewards, recognition, strategy, structure, resources, culture and technology of the organization. The work environment can be measured by several aspects, such as equipment and facilities, workplace environment, work atmosphere (Purba & Andri, 2017).

Work motivation

Motivation refers to the reasons underlying behavior (Guay et al., 2010). Broussard and Garrison (2004) broadly define motivation as "the attribute that moves us to do or not to do something". Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. As Deci et al. (1999) observe, "intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviors such as play, exploration, and challenge seeking that people often do for external rewards". Turner (1995) considers motivation to be synonymous with cognitive engagement, which he defines as "voluntary uses of high-level self-regulated learning strategies, such as paying attention, connection, planning, and monitoring". According to Hasibuan (2013) motivation comes from the Latin word "move" which means "encouragement or driving force". This means that motivating employees is the same as giving encouragement to employees to work hard and be more enthusiastic in carrying out and completing their work by using all the capabilities they have. Work motivation is considered as something that raises enthusiasm or encouragement. Work motivation is a desire and encouragement within employees to carry out their duties and responsibilities properly. Motivation arises starting from the existence of needs and desires. Both of these affect behaviors so that impulses arise, then the impulse will shape behavior so that goals are achieved (Darmadi, 2018). According to Winardi (2009) motivation is a potential force in a human being, which can be developed by itself, or by a number of outside forces which essentially revolve around monetary rewards, and non-monetary rewards, which can affect the results of their performance positively or negatively, which depends on the situation and conditions faced by the person concerned. Meanwhile according to Gray in Winardi (2009) motivation is the result of a number of processes, which are internal, or external to an individual, which causes an attitude of enthusiasm and persistence to arise, in carrying out certain activities. One's work motivation can be measured by several indicators (Rahmayanti, 2014) which consist of appropriate salary, job security, honor and recognition, fair treatment,

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capable, honest and authoritative leaders, attractive work and atmosphere. good position.

Job satisfaction

Job satisfaction is the extent to which individuals feel positive or negative about work. Job satisfaction is considered as feelings and emotions that are pleasant or unpleasant to employees in seeing work (Newstrom, 2007). Job satisfaction is also considered a person's

evaluation of work and work atmosphere (McShane & Glinow, 2008). Job satisfaction can be measured by several indicators (Luthans, 2008) consisting of the work itself, salary, promotion opportunity, supervision, and work colleagues.

Research Model

From the explanation above then the following research model in this study can be made:

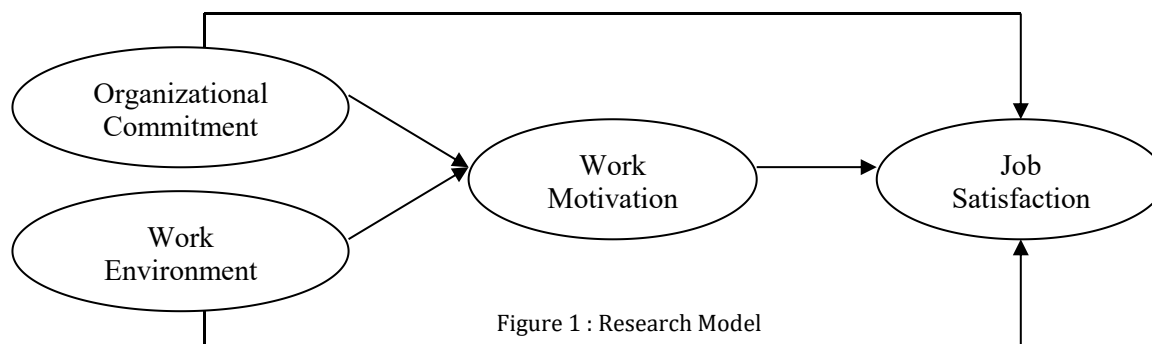


Figure 1 : Research Model

Hypothesis

For the purpose of this study then the following hypothesis is proposed:

1. Organizational commitment affects employee work motivation
2. Work environment affects employee work motivation
3. Organizational commitment affects employee job satisfaction
4. Work environment affects employee job satisfaction
5. Work motivation affects employees job satisfaction
6. Organizational commitment affects employee job satisfaction through work motivation
7. Work environment affects employee job satisfaction through work motivation

METHODS

Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics set by researchers to be studied and then conclusions drawn. The population in this study were employees of government-owned water company in East

Java, Indonesia, amounting to 500 people. Sample is a portion of the number and characteristics possessed by the population, or a small part of the population members taken according to certain procedures so that they can represent the population. The sampling technique in this study was conducted by probability sampling technique, which is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as members of the sample. The probability sampling technique used in this study is simple random sampling, which is a random sample selection of existing populations. The determination of the minimum sample in this study was carried out using the Slovin formula and got 83 persons. Data collection in this study was conducted by distributing questionnaires to research respondents using Likert scale, and the data analysis in this study was carried out by analysis of path analysis.

RESULTS

Testing of Research Instruments

Validity test

The results of the validity test from this study can be seen from the tables below:

Table 1 : Validity Test of Organizational Commitment (OC)

Statement	Corrected Item-Total Correlation	N	Remark
OC1	0.729	83	Valid
OC2	0.759	83	Valid
OC3	0.901	83	Valid

The results shown by the table above are the significance values of the correlation of each statement item above 0.3. Therefore, it can be concluded that all item statements on organizational commitment variables are

declared valid. This means that items on the questionnaire can be used and continued for further calculations.

Table 2 : Validity Test of Work Environment (WE)

Statement	Corrected Item-Total Correlation	N	Remark
WE1	0.554	83	Valid
WE2	0.677	83	Valid
WE3	0.743	83	Valid

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The results shown by the table above are the significance values of the correlation of each statement item above 0.3. Therefore, it can be concluded that all statement items in the work environment variable are

declared valid. This means that items on the questionnaire can be used and continued for further calculations.

Table 3 : Validity Test of Work Motivation (WM)

Statement	Corrected Item-Total Correlation	N	Remark
WM1	0.438	83	Valid
WM2	0.677	83	Valid
WM3	0.686	83	Valid
WM4	0.718	83	Valid
WM5	0.640	83	Valid
WM6	0.523	83	Valid
WM7	0.474	83	Valid

The results shown by the table above are the significance values of the correlation of each statement item above 0.3. Therefore, it can be concluded that all statement items on work motivation variables are

declared valid. This means that items on the questionnaire can be used and continued for further calculations.

Table 4 : Validity Test of Job Satisfaction (JS)

Statement	Corrected Item-Total Correlation	N	Remark
JS1	0.467	83	Valid
JS2	0.341	83	Valid
JS3	0.669	83	Valid
JS4	0.786	83	Valid
JS5	0.695	83	Valid

The results shown by the table above are the significance values of the correlation of each statement item above 0.3. Therefore, it can be concluded that all statement items in the job satisfaction variable are declared valid. This means that items on the

questionnaire can be used and continued for further calculations.

Reliability Test

The following are the results of the reliability test for each variable:

Table 5 : Reability Test Result

Variable	Cronbach's Alpha	Remark
Organizational Commitment	0.742	Reliable
Work Environment	0.818	Reliable
Work Motivation	0.765	Reliable
Job Satisfaction	0.975	Reliable

Based on the table above, it is known that the four research variables namely organizational commitment, work environment, work motivation and job satisfaction have a Cronbach's Alpha value greater than 0.6. Therefore, it can be concluded that all statement items that measure research variables are declared reliable.

Path Coefficient Analysis

Coefficient of Path Model I

The following are the results of the Model I regression analysis:

Table 6 : Regression Model I
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	3.960	1.698	2.332	.022
	Variable OC	.374	.142	.228	.010
	Variable WE	.825	.127	.565	.000

a. Dependent Variable: Variable Work Motivation (WM).

Based on the table above, it is known that the significance value of the two variables, namely organizational commitment (OC) and work environment (WE) is smaller

than 0.05. This shows that there is a significant relationship of organizational commitment (OC) and work environment (WE) to work motivation (WM).

Table 7 : Results of Analysis of the Correlation Coefficient and Determination

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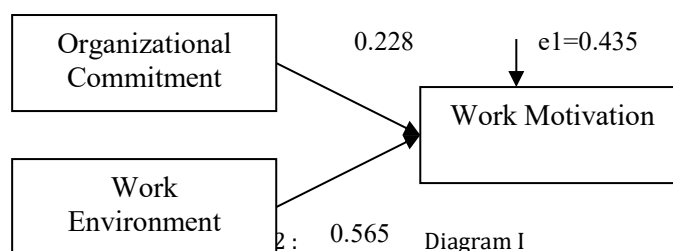
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 ^a	.435	.422	2.067

a. Predictors: (Constant), Variable WE, Variable OC

Based on the table above, it is known that the amount of R² or R Square is 0.436. This shows that the contribution or the influence of organizational commitment (OC) and work environment (WE) to work motivation (WM) is

43.5%; while the remaining 56.4% is a contribution from other variables which are not examined in this study. The following is a path diagram of the structure I model in this study:



Coefficient of Path Model II

The following are the results of Model II regression analysis:

Table 8 : Regression Model II Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.955	1.027	2.876	.005	
	Variable OC	.876	.087	.485	10.111	.000
	Variable WE	.675	.092	.420	7.369	.000
	Variable WM	.313	.065	.283	4.775	.000

a. Dependent Variable: Variable Job Satisfaction (JS)

Based on the table above, it is known that the significance value of the three variables, namely organizational commitment, work environment and work motivation is smaller than 0.05. This shows that there is a significant

relationship of organizational commitment, work environment and work motivation significantly influence job satisfaction.

Table 9 : Results of Analysis of the Correlation Coefficient and Determination Model Summary

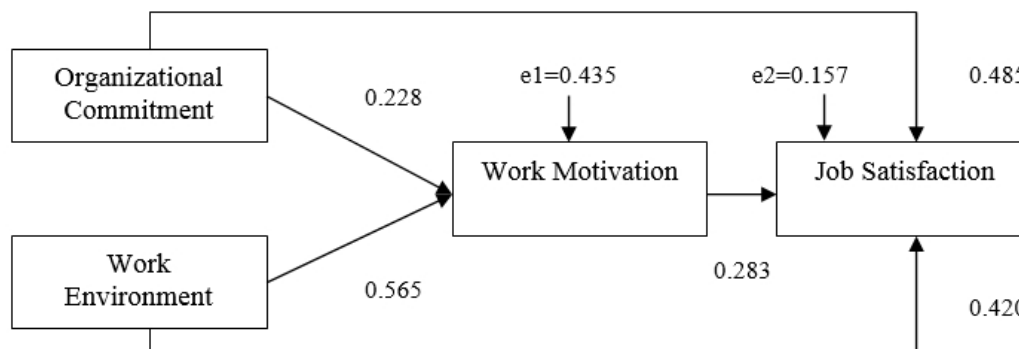
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918 ^a	.843	.837	1.211

Predictors: (Constant), Variable WM, Variable OC, Variable WE

Based on the table above, it is known that the amount of R² or R Square is 0.843. This shows that the contribution or contribution of the influence of organizational commitment, work environment and motivation on job satisfaction is 84.3%; while the remaining 15.7% is a

contribution from other variables not examined in this study.

The following is the path diagram of the structure II model in this study:



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Figure 3 : Part Model II

Hypothesis testing

1. Analysis of the effect of organizational commitment on work motivation.

From the results of data analysis obtained a significance value of $0.010 < 0.05$ so that it can be concluded that directly there is an effect of organizational commitment to work motivation.

2. Analysis of the effect of the work environment on work motivation.

From the results of data analysis obtained a significance value of $0,000 < 0,05$ so that it can be concluded that directly there is an effect of the work environment on work motivation.

3. Analysis of the effect of organizational commitment on job satisfaction.

From the results of data analysis obtained a significance value of $0,000 < 0,05$ so that it can be concluded that directly there is an effect of organizational commitment on job satisfaction.

4. Analysis of the effect of the work environment on job satisfaction.

From the results of data analysis obtained a significance value of $0,000 < 0,05$ so that it can be concluded that directly there is an effect of the work environment on job satisfaction.

5. Analysis of the effect of work motivation on job satisfaction.

From the results of data analysis obtained a significance value of $0,000 < 0,05$ so that it can be concluded that directly there is an effect of work motivation on job satisfaction.

6. Analysis of the effect of organizational commitment through work motivation on job satisfaction.

It is known that the direct effect given by organizational commitment variables on job satisfaction is 0.485. While the indirect effect of organizational commitment through work motivation on job satisfaction is the multiplication between the value of beta organizational commitment to work motivation and indirect beta work motivation on job satisfaction, namely: $0.228 \times 0.283 = 0.064$. Then the total effect of organizational commitment on job satisfaction is a direct effect coupled with indirect effect, namely: $0.485 + 0.064 = 0.549$. Based on the results of these calculations, it is known that the direct effect value is 0.485 and the indirect effect is 0.064 which means that the value of the direct effect is greater than the indirect influence. These results indicate that work motivation variable does not mediate the effect of organizational commitment on job satisfaction.

7. Analysis of the effect of the work environment through work motivation on job satisfaction.

It is known that the direct effect given by the work environment on job satisfaction is 0.420. While the indirect influence of the work environment through work motivation on job satisfaction is the multiplication of the beta value of the work environment to work motivation with the value of work motivation on job satisfaction, namely: $0.565 \times 0.283 = 0.159$. So the total effect given by the work environment on job satisfaction is a direct effect coupled with indirect influence, namely: $0.420 + 0.159 = 0.579$. Based on the results of these calculations, the direct effect value of 0.420 is greater than indirect effect. These results indicate that

work motivation does not mediate the effect of the work environment on job satisfaction.

DISCUSSION

1. Organizational commitment affects work motivation

Based on the results of data analysis, the results show that the significance value of the effect of organizational commitment on work motivation is 0.010. This value is smaller than 0.05 so it can be concluded that there is directly an effect of organizational commitment on work motivation. Employees who have a high commitment to the organization will be more motivated at work. This can be seen in the presence in the company and still trying to achieve company goals. The employee will make every effort to prioritize the interests of the company so that the company's goals can be achieved.

2. Work environment affects work motivation

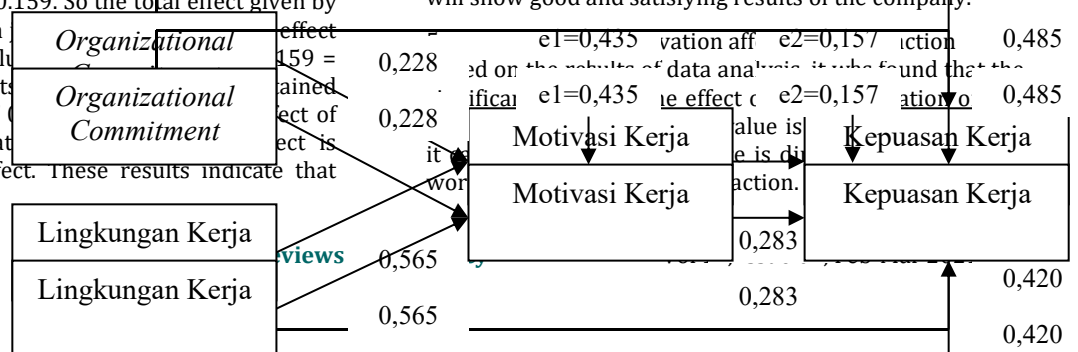
Based on the results of data analysis, it was found that the significance value of the effect of the work environment on work motivation was 0.000. This value is smaller than 0.05 so it can be concluded that directly there is an effect of the work environment on work motivation. The work environment is a force that drives employee morale. The existence of a well-maintained physical and non-physical environment makes employees motivated at work. Employees will be reluctant to not carry out their work properly with a good relationship with their colleagues and full support from the organization and the completeness of work facilities and infrastructure.

3. Organizational commitment affects job satisfaction

Based on the results of data analysis, it was found that the significance value of the effect of organizational commitment on job satisfaction was 0.000. This value is smaller than 0.05 so it can be concluded that there is directly an effect of organizational commitment on job satisfaction. Organizational commitment is considered as a form of psychological attachment of employees to the organization. Employees who have good organizational commitment will provide value to the organization. Furthermore, the organization will provide the results desired and expected by employees so that employees can achieve job satisfaction.

4. Work environment affects job satisfaction

Based on the results of data analysis, it was found that the significance value of the effect of the work environment on job satisfaction was 0,000. This value is smaller than 0.05 so it can be concluded that there is a direct effect of the work environment on job satisfaction. Companies need to pay attention to the work environment of employees, both in terms of physical and non-physical work environments. If employees feel comfortable and safe with the work environment where they work, then the employee will feel satisfied. In addition, employees will show good and satisfying results of the company.



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employees who have high work motivation. Employees work because there is an urge to meet needs, both the need for achievement and affiliation. If the work can be completed properly and the employee's needs are met, job satisfaction will grow. Employees will feel that the company provides an opportunity to progress and will be satisfied when the target is fulfilled. If the employee feels that the work done gives satisfaction then the employee feels that the work done has succeeded in meeting the needs. This encourages employees to behave in accordance with the standards set by the company.

6. Organizational commitment affects job satisfaction through work motivation

Based on the results of data analysis, it was found that the direct effect value of organizational value on was 0.485 and indirect effect was 0.064, which meant that the value of direct influence was greater than indirect effect. These results indicate that work motivation variable does not mediate the effect of organizational commitment on job satisfaction.

7. Work environment affects job satisfaction through work motivation

Based on the results of data analysis obtained the value of direct influence of 0.420 and indirect effect of 0.159 which means that the value of direct influence is greater than indirect effect. These results indicate that work motivation does not mediate the effect of the work environment on job satisfaction.

CONCLUSION

The results showed that the results show that the significance value of the effect of organizational commitment on work motivation is 0.010. This value is smaller than 0.05 so it can be concluded that organizational commitment affects work motivation. It was found that the significance value of the effect of the work environment on work motivation was 0.000. This value is smaller than 0.05 so it can be concluded that work environment affects employee work motivation. The significance value of the effect of organizational commitment on job satisfaction was 0.000. This value is smaller than 0.05 so it can be concluded that there is a direct effect of organizational commitment on job satisfaction. The effect of the work environment on job satisfaction was 0,000. This value is smaller than 0.05. it means that there is a direct effect of the work environment on job satisfaction. It was found that the significance value of the effect of work motivation on job satisfaction was 0.000. This value is smaller than 0.05 so it can be concluded that there is a direct influence of work motivation on job satisfaction. The results indicate that work motivation variable does not mediate the effect of organizational commitment on job satisfaction, and the result also indicates work motivation does not mediate the effect of the work environment on job satisfaction.

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