



THE ROLE OF JOB SATISFACTION IN MEDIATING THE INFLUENCE OF THE WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT

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ABSTRACT

Keywords:

Surgery Report,
Doctor Behavior,
Hospital

Background: Companies have the capacity to develop their human resources by fostering employee commitment, necessitating the provision of support to their workforce. Improving the employees' dedication to the organization is closely linked to the environment established by the company.

Purpose: The primary objective of this research was to examine how job satisfaction mediates the impact of the work environment on organizational commitment.

Method: This research was carried out at PT. Bima Sakti Alterra, involving a sample size of 131 individuals determined through saturation sampling. The data were gathered through interviews and the distribution of questionnaires. The data analysis technique utilized in this research involved path analysis with the application of SPSS.

Results: The findings of this research indicated that the work environment and job satisfaction had a positive and significant impact on organizational commitment. Additionally, the work environment also exhibited a positive and significant influence on job satisfaction. Moreover, job satisfaction served as a mediator in the relationship between the work environment and organizational commitment.

Conclusion: The theoretical implications of this research support findings from prior research. In practical terms for PT. Bima Sakti Alterra, it involves upholding organizational commitment and establishing a conducive work environment to foster job satisfaction among its employees.

INTRODUCTION

Human resource management is the science and art of managing the relationships and roles of the workforce to be effective and efficient to achieve certain goals. Suryaningrum, Haryono, & Amboningtyas, (2019) suggests that the company's human resources (HR) can continue to be developed by the company so that employees can work more professionally, responsibly, have a good attitude so that company goals can be achieved (Rumawas, 2020). Lestari & Satrya, (2023) stated that the role of the company is

very necessary to form employee commitment, where companies are required to be able to provide support to their employees, having high organizational commitment tends to be highly dedicated at work. Increasing the organizational commitment of its employees cannot be separated from the company environment applied (Saputra & Rumangkit, 2021). Suabdah & Suwitho, (2021) stated that organizational commitment greatly influences whether employees remain members of the organization (retained) or leave to pursue other jobs (replacement).

One of the driving factors that causes humans to work is because they have needs that must be met, whose emergence is very dependent on individual interests (Syahputra & Jufrizen, 2019). The work environment will increase employee organizational commitment which has an impact on job satisfaction (Putra, Widyani, & Widnyana, 2022). Nurjaya, (2021) argues that the work environment affects job satisfaction because it is a very important factor in the company, after employees are able to feel job satisfaction, the work environment becomes good and high organizational commitment. This research was conducted at PT. Bima Sakti Alterra as a company engaged in information technology with integrated application system services for business and organizational needs in line with the development of digitalization in this modern era.

Table 1. Data of Resigned Employees

Name	Dapertemen	Position	In	Out
I Wayan Dani Pranata	TECH	R&D Officer	2021-06-28	2022-10-05
Amanda Safira Novella Putri	HRGA	Talent Acquisition Officer	2021-09-01	2022-08-28
Ni Luh Ayu Suarmi	FIN	Accounting Officer	2021-09-20	2022-10-05
Ni Made Dwi Asih Antari	FIN	Procurement Officer	2021-10-04	2022-10-03
Firza Riswandy	COMMERCIAL	Commercial Officer	2021-10-12	2022-02-14
Nely Zahroh	PRO (PDAM Universe)	Associate Product Manager	2021-11-12	2022-05-11
Muhammad Fachrie	STRATEGY	Legal Officer	2022-4-18	2022-12-30
Geri Centura	MARCOM	Marketing Communication Manager	2022-01-10	2022-03-29
Mangi Herawati	TECH	Administrator Warehouse Officer	2022-05-23	2022-06-24
Ida Bagus Indra Prayoga	PRO (SmartHRIS)	Product Manager	2022-09-29	2023-03-24
Ibnu Tri Wibowo	TECH	Tech Ops	2023-01-26	2023-01-27
Daffa Alvi Reri	TECH	Software Engineer	2022-04-06	2023-04-06

Source: PT. Bima Sakti Alterra, 2023

Based on table 1 data, it states that the data of employees who resigned from PT. The Alterra Milky Way has a problem in employee commitment, where there are employees who resign at a fairly close time between the entry date and the employee exit date, especially in April 2023, when as many as 4 employees decide to leave the company, this will hamper PT. Alterra Milky Way in achieving corporate goals. Factors that influence this include the work environment, organizational commitment and employee satisfaction. A company leader who knows the wishes of employees and can explain what will be

obtained if the results of his work are appropriate with expectations such as providing rewards that are proportional to their performance, then employees will feel satisfied and try to show their maximum performance (Darmasaputra & Sudibya, 2019).

Table 2. Presurvey Data of PT. Alterra Milky Way

No	Question	TS	S
1.	I am emotionally attached to the company	1	4
2.	I am proud to be part of the company	0	7
3.	I co-own the company	1	8
4.	I lose money when I leave the company	1	4
5.	I have little choice if I leave the company	4	4
6.	My work for this company is the best opportunity	0	7
7.	I am willing to engage in any company activities	0	7
8.	I want to spend the rest of my career with the company	4	3
9.	I will not leave this company because I still have an obligation	3	6
Total		14	50

Source: PT. Bima Sakti Alterra, 2023

Data in Table 2 shows that most employees who were respondents in the pre-survey conducted expressed the most disapproval (TS), namely 4 people in the statement item "I feel I have little choice if I leave the company" indicating that there is a lack of organizational commitment from employees because there are many opportunities in other companies. In addition, the statement item "I want to spend the rest of my career in this company" states disagree (TS) at most 4 people, stating that employee satisfaction cannot be measured whether from the environment or commitment of employees, there will not spend the rest of their careers in the company. The results of this pre-survey indicate that the organizational commitment of PT. The Milky Way Alterra is still fairly low.

Results of an interview with *HRD Manager* of PT. Bima Sakti Alterra explained that the problems that occur in the company allegedly arise due to the lack of an uncomfortable work environment so there is a lack of employee commitment to the company because basically, the creation of a good work environment will foster employee commitment to the company. Organizational commitment is not only partiality and involvement in the organization, but also the loyalty expressed by employees to the company. Thus, organizational commitment is the loyal attitude of an employee in an organization. The work environment has a very positive effect on organizational commitment, where when an employee feels the extent to which the organization values fellow employees and cares about welfare, a sense of belonging will grow so that employees will be committed to surviving and realizing the goals of the company (Darmasaputra & Sudibya, 2019).

There is a *research gap* in the variables of the work environment towards organizational commitment which shows differences in research results where research conducted by Melati & Priyono, (2022) states that the work environment has a significant negative effect on organizational commitment. Rumoning, (2018) states that the work environment has a significant negative effect on organizational commitment. Different results were carried out by Samsiah & Winasis, (2020) the work environment on organizational commitment has a positive and significant effect on organizational

commitment, this result shows that the higher the work environment of the company, the organizational commitment will also increase. Subagyo,(2019) stated that the work environment has a positive and significant effect on organizational commitment. The existence of different results from the influence of the independent variable on the dependent variable, it is necessary to add a mediation variable, namely job satisfaction.

In line with the description of the background and results of previous research, the hypothesis in the study, namely

H1: The work environment has a positive and significant effect on organizational commitment.

H2: Work environment has a positive and significant effect on job satisfaction.

H3: Job satisfaction has a positive and significant effect on organizational commitment.

H4: Job satisfaction mediates the influence of the work environment on organizational commitment.

RESEARCH METHODS

Research with a quantitative approach of causality associative method is used to determine the influence and causal relationship in the variables studied in PT employees. Alterra Milky Way. The population used is 131 people. The technique used in sampling in this study is non-probability sampling with a saturated sampling method so that the sample amounted to 131 employees. Research data is primary data through interviews and the distribution of questionnaires collected and tested for feasibility using validity and reliability tests. Data were analyzed using path analysis tests, classical assumptions, and Sobel tests.

RESULTS AND DISCUSSION

Tabel 3. Characteristics of Respondents

No	Variabel	Klasifikasi	Total	Persentase (%)
1	Age	21-30 years	81	43,8
		31-40 years	43	29,0
		>40 years	7	1,7
Total			131	100
2	Gender	Man	92	51,7
		Girl	39	22,7
Total			131	100
3	Last education	SMA/SMK	4	2,3
		Sarjana	122	69,3
		Magister	5	2,8
Total			131	100
4	Length of Work	3-5 years	99	55,7
		6-15 years	32	18,8
Total			131	100

Source: Research data, 2024

Table 3 states that when viewed from age, those aged 21-30 years dominate with a percentage of 43.8 percent, this is because PT. The Alterra Milky Way wants to hire employees who are at a mature age at work, so that the work they do can be better. When viewed from gender, the male gender dominates in this study with a percentage of 51.7 percent, this is due to work in the company PT. The Milky Way Alterra requires more male power than female power. In view of the education of respondents whose undergraduate

education dominates with a percentage of 69.3 percent, this is due to work at PT. The Alterra Milky Way attaches great importance to higher education. If you look at the length of work, those who work during the age of 3-5 years dominate with a percentage of 55.7 percent, this is likely due to PT. The Alterra Milky Way has not been able to provide a good career path to employees so that not a few employees want to find another place to work.

A validity test is considered valid, if it has a correlation coefficient value $r \geq 0.3$. All variable instruments of this study in the form of work environment, organizational commitment, and job satisfaction have a correlation coefficient value of above 0.361 each, indicating that these instruments have met the criteria and are suitable for use as measuring instruments. The reliability test is said to be reliable, if Cronbach's alpha value ≥ 0.6 . The reliability test results for each variable of this study have a value above 0.6, then the instruments in this study have met the reliability requirements and data analysis can be continued.

The statement "The company provides the availability of facilities and infrastructure to support work", with a score of 4.04 including sufficient criteria. This means that in general, respondents consider that the company is not yet suitable to provide the availability of facilities and infrastructure to support work. The statement "I work together to complement each other and please help in completing the work" with a score of 4.12 which is a high criterion, this means that respondents generally consider that they can work together to complement each other and help in completing the work.

The statement "I have little choice if I leave the company." with a score of 2.87 is quite the criteria. This means that in general, respondents have little choice if they leave the company. The statement "I am proud to be part of the company.", with a score of 3.98 which is a high criterion, means that respondents are generally proud to be part of the company.

The statement "I am given a salary that matches what I do", with a score of 3.51 which is considered sufficient. This means that in general, respondents have not been given a salary that matches what they do. statement "I have a good cooperative relationship with colleagues", with a score of 4.06 which is a high criterion. This means that in general, respondents have a good cooperative relationship with colleagues in this company.

Table 4. Results of Sub-Structural Regression Analysis 1

<i>Unstandardized Coefficients</i>			<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig</i>
	<i>B</i>	<i>Std. Error</i>			
<i>(Constant)</i>	15,0602.240			6,7220,000	
Work Environment	0,629	0,183	0,290	3,4380,001	

a. Dependen Variabel : Job Satisfaction

b. Predictors: (Constant), Work Environment

The results of the regression analysis of Table 4, obtained the formulation of the Sub-structural equation 1 as follows:

$$Y_1 = 0,290X + e_1 \tag{1}$$

The structural equation can be interpreted that the work environment has a coefficient of 0.290 meaning that the work environment has a positive influence on job satisfaction, this means that if the work environment increases, job satisfaction will increase and vice versa.

Table 5. Results of Sub-Structural Regression Analysis 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	34,572	3,708		9,325	0,000
Work Environment	0,354	0,72	0,251	0,566	0,002
Job Satisfaction	0,263	0,44	0,283	2,014	0,000
R2 : 0,731					

a. Dependen Variabel : Organizational Commitment

b. Predictors: (Constant), Job Satisfaction, Work Environment

The results of the regression analysis of Table 5, obtained the formulation of Sub-structural equation 2 as follows.

$$Y_2 = 0,251X_1 + 0,283X_2 + e_2 \quad (2)$$

The structural equation can be interpreted that the work environment has a coefficient of 0.251 meaning that the work environment has a positive influence on organizational commitment, this means that if the work environment is good, organizational commitment will increase. Job satisfaction has a coefficient of 0.283 means that job satisfaction has a positive influence on organizational commitment, this means that job satisfaction significantly affects organizational commitment.

In the calculation of the total coefficient of determination value obtained at 0.958, the conclusion is 95.8% organizational commitment variable at PT. The Milky Way Alterra is influenced by the work environment, and job satisfaction, while the remaining 4.2% is influenced by other factors that are not included in the research model or outside the research model. Based on the explanation of the structural equation, the results of the calculation of the path coefficient will be explained through the value of the standardised coefficient Beta on each of the effects of the relationship between variables in Figure 1.

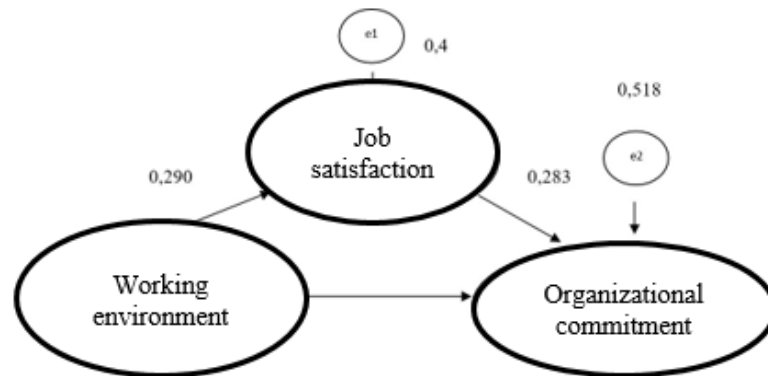


Figure 1. Path Analysis Model

The value of Asymp. Sig. (2-tailed) Kolmogorov-Smirnov from the normality test of 0.198 and 0.200 which has a value greater than 0.05, this means that the data is normally distributed and satisfies the normality assumption. The results of multicollinearity testing provide the results of the regression model used free from multicollinearity symptoms because it has a tolerance value of ≥ 0.10 and a VIF value of ≤ 10 . The results of heteroscedasticity testing give the results of each model have a greater value. from 0.05, which means that the independent variable of the study did not significantly affect the dependent variable (absolute error) and was free of symptoms of heteroscedasticity.

The results of calculating the Beta value of 0.251 and Sig. value of $0.002 < 0.005$ which show that the work environment has a significant positive effect on organizational commitment, in other words, the better the work environment, the organizational commitment to PT. The Milky Way Alterra is increasing. So the first hypothesis was accepted. This is in accordance with previous findings by Apriliana, Parimita, & Handaru, 2021; Asi & Gani, 2021; Gunawan & Ardana, 2020; Prasetyo, Hermawan, & Guspul, 2020; Subagyo, (2019).

The results of calculating the Beta value of 0.290 and Sig. value of $0.001 < 0.005$ which show that the work environment has a significant positive influence on job satisfaction, in other words, the better the work environment at PT. Bima Sakti Alterra then increases job satisfaction at PT. Milky Way Alterra. So the second hypothesis is accepted. This is in accordance with previous findings by (Ganesha & Saragih, 2019; Jasmine & Edalmen, 2020; MUKSON & LUBIS, 2022; Paendong, Sentosa, & Sarpan, 2019; Yuliantini & Santoso, 2020).

The calculation of the Beta value of 0.283 and the Sig. value of $0.000 < 0.005$ shows that job satisfaction has a significant positive influence on organizational commitment. In other words, if job satisfaction increases, organizational commitment to PT. The Alterra Milky Way will further increase. So the third hypothesis was accepted. This is in accordance with previous findings by (Ananda, Nasution, & Syafi'i, 2022; Lestari & Satria, 2023; MAKBULLAH & Yoga, 2022; Martini & Susanto, 2021; Nahita & Saragih, 2021; Wirawan & Dewi, 2020).

The results of the sobel test show that the results of $Z = 3.070 > 1.96$ which means that the variable of the work environment affects organizational commitment with the mediation of job satisfaction, so that job satisfaction is a variable mediating a significant influence between the work environment on organizational commitment to PT. Milky Way Alterra, so the fourth hypothesis was accepted. This is in accordance with previous findings by (Anton, Karo-karo, Widjaja, Rezeki, & Martinus, 2023; Fahlefi, 2023; Kartini & Bagus, 2021; Santoni & Heryono, 2021; Surito, Arifin, & Aiyub, 2020).

Research contributes to a pre-existing theory, namely social exchange theory (Social Exchange Theory), social exchange theory is the most important theory for understanding a person's behavior at work. This theory explains when leaders know what each employee needs in order to achieve maximum work commitment. State that when organizations take care of employees, then there are social exchange relationships that promise to increase work commitment. This research is expected to provide additional references for future research that discusses the work environment, organizational commitment and job satisfaction.

CONCLUSION

The results of discussion and research can be drawn various conclusions, namely the work environment and job satisfaction have a positive and significant effect on organizational commitment, the work environment has a positive and significant effect on job satisfaction, and job satisfaction mediates the influence of the work environment on organizational commitment. As for advice that can be given to PT. Bima Sakti Alterra, namely companies should pay attention to the work done by employees in each division whether it is in accordance with the work itself so that it will arouse employee satisfaction and employees will be committed to PT. Bima Sakti Alterra and companies should pay more attention to the condition of their employees, such as providing a comfortable work environment, providing bonuses for employees who contribute more to the company, and

also fostering a sense of employee ownership of the company so that it will foster employee organizational commitment to PT. Alterra Milky Way

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