

THE EFFECT OF ORGANIZATIONAL COMMITMENT AND WORK ENVIRONMENT ON JOB SATISFACTION OF EMPLOYEES OF THE SOUTH COAST DISTRICT INSPECTORATE OFFICE

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Abstract

This study aimed to analyze and prove the effect of organizational commitment and work environment on job satisfaction of employees in the Inspectorate Office of Pesisir Selatan District. The data analysis technique used to test the hypothesis is multiple linear regression. The sampling technique used is saturated sampling, while the number of samples used for analysis is 47 people. In this study, there are two independent variables: organizational commitment and work environment. Based on the multiple linear regression analysis results, it was found that the variable organizational commitment has a positive and significant effect on job satisfaction, and the work environment has a positive and significant effect on job satisfaction in the Inspectorate Office of Pesisir Selatan District. This study recommends practically to the Inspectorate Office of Pesisir Selatan District to continue to improve employee job satisfaction optimally in achieving organizational goals in the future.

Keywords: organizational commitment, work environment, job satisfaction.

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I. Introduction

Good governance can be realised through good service from government performance. By Law No. 25 of 2009, concerning public services is a series of activities to meet the needs of services by the legislation for all citizens and residents of goods, services or administrative services. This effort is continuous, continuous and implemented by all government employees.

Employees are the spearhead of implementing a public service that is expected to be able to provide quality services to the community. As the main capital in developing the organization, employees need to be considered and require handling that is different from other factors. Employees have sense, feelings, hopes, wants and needs that all need to be met and balanced so that satisfaction in the organization is achieved (Syamsulhaq, Suddin, & Widajanti, 2019).

Lock in Sopiah (2017) revealed that job satisfaction is an emotional expression that is positive or pleasant due to an assessment of a job or work experience. This can be seen in the positive attitude of employees towards the work they face and their environment. On the other hand, dissatisfied employees will behave negatively towards work with different forms. Regarding employee job satisfaction, the researchers previously conducted a preliminary survey of employees at the South Coast District Inspectorate Office in 2020. Hasil survey on employee job satisfaction in 2021 shows that the average job satisfaction rate shows a percentage of value of 71% of the maximum value, which is 100% of the figure it was concluded that the employee was quite satisfied with his work. With the survey results showing a job satisfaction rate of only 71%, this is in a fairly high category. For organizational goals to be achieved as desired and set in advance, employee job satisfaction should need to be improved.

Many factors affect employee job satisfaction. According to Syamsulhaq et al., (2019) karyawan who has a high commitment to an organization will be more motivated to work and cause job satisfaction. Bukit et al., (2020) prove that organizational commitment positively influences job satisfaction in employees. Similarly, the research of Finowaa et al., (2021) states that the organization's commitments are positively and significantly influenced by the satisfaction of staffing workers. As a result of observations and interviews related to organizational commitments, there are still problems with employees in the South Coast District Inspectorate Office, such as: 1) employees always complain if assigned for overtime in completing important tasks, 2) employees are rarely involved in matters that support the organization's activities and 3) common sense of family in the organization that causes less comfort of work.

The work environment is suspected to be a factor influencing job satisfaction. The comfort of the work environment will make employees satisfied (Kurniasari & Halim, 2013). The work environment becomes the place where employees work daily, therefore, the conducive work environment will affect the behavior of employees when

working to achieve organizational effectiveness . Previous research on job satisfaction that has been carried out by Halil & Mistar (2020) provides evidence that the work environment simultaneously has a significant effect on employee job satisfaction. Penelitian Irma & Yusuf (2020) also proved that the work environment positively affects employee job satisfaction. The problem of the work environment at the South Coast District Inspectorate Office can be seen from the lack of conducive physical work environment such as the condition of office buildings, parking lots, facilities office, hygiene and others, as well as non-physical environments such as job security, relationships with colleagues, relationships with superiors and communication between employees .

Hypothesis Development

Organizational commitment has an attachment to job satisfaction and is a consideration for employees in their work. Research related to these two variables has previously been conducted by Dwiyantri & Bagia (2020) stating that job satisfaction, one of which is influenced by organizational commitment, because of commitment high organizational in the employee will work better in the organization so that they can cooperate well and comfortably with colleagues. the need for a high organizational commitment among employees to be successful in work fosters satisfaction in him. From Arifah & Romadhon (2015) research, the results obtained are that organizational commitment affects job satisfaction. A person with a high organizational commitment will love his organization more and be reluctant to leave the organization, so will feel job satisfaction. Another research that proves the relationship between commitment and satisfaction was carried out by Setiawan (2020); Nugrahaningtyas et al., (2017) who stated that organizational commitment has a positive and significant effect on job satisfaction. Bukit et al., (2020) proved that organizational commitment positively influences job satisfaction in employees. Similarly, Finowaa et al. (2021) research states that the commitment organization mampumem affects the satisfaction of staffing work positively and significantly.

H₁: It is alleged that organizational commitments affect the job satisfaction of employees of the South Coast District Inspectorate Office.

The work environment plays an important role in creating and increasing employee job satisfaction. The work situation in the organization will give rise to employee job satisfaction. Employees who feel happy or unhappy with their work, comfortable or uncomfortable will show the satisfaction or dissatisfaction of employees with their work in the organization. In line with research by Irma & Yusuf (2020) proves that the work environment influences employee job satisfaction. From research conducted by Wibowo et al., (2014) it can be proven that the physical work environment and non-physical work environment simultaneously have a significant effect on satisfaction work. Haedar et al., (2015) stated that the work environment significantly and positively influences job satisfaction. Halil & Mistar (2020) provides evidence that the work

environment simultaneously significantly affects employee job satisfaction. Penelitian Irma & Yusuf (2020) also proved that the work environment positively affects employee job satisfaction.

H₂: It is suspected that the work environment affects employees' job satisfaction of the South Coast District Inspectorate Office.

II. Material and Method

Types of Research

This research is a quantitative research with a descriptive approach, which is a research method that seeks to describe and explain the subject as it is. This research uses an *explanatory* approach to test research hypotheses (Sani & Maharani, 2013), consisting of 2 hypotheses with research variables: organizational commitment, environment work, and job satisfaction.

Population and Sample

The population in this study was all employees of the South Coast District Inspectorate Office as many as 47 people. Researchers used a *nonprobability sampling* technique, namely *saturated sampling*, where all employees in the population were taken into research samples. Therefore, the number of research samples was 47 respondents.

Variable Operational Definition

There are three free variables in the study, namely organizational commitment (X_1), work environment (X_2) and job satisfaction as bound variables (Y). The following is a detailed explanation of the operational definition of the variable:

Table 1.

Variable Operational Definition

Variable	Indicators	Source	Scale
Organizational Commitment (X_1)	1. Affective commitment 2. Ongoing commitment 3. Normative commitment	Mayer and Allen in Kaswan (2015)	<i>Likert</i> (1-5)
Working environment (X_2)	1. Lighting/light at work 2. Temperature at work 3. Humidity at work 4. Air circulation at work 5. Noise at work 6. Mechanical vibrations at work 7. Smells at work 8. Color arrangement at work	Sedarmayanti (2012)	<i>Likert</i> (1-5)

Job satisfaction (Y)	9. Decoration at work	Fattah (2017)	Likert (1-5)
	10. Music at work		
	11. Safety at work		
	1. The work is sendiri		
	2. Compensation		
	3. Promotion opportunities		
	4. Supervision		
	5. Co workers		

Data Analysis Techniques

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. I am testing the research hypothesis using the t test.

III. Results and Discussion

Validity Test

Table 2.

Organizational Commitment Variable Validity Test Results (X₁)

Grain	Corrected Item Total Correlation / $r_{\text{value calculate}}$	r_{table}	Criterion
X1.1	0.426	0.287	Valid
X1. 2	0.714	0,287	Valid
X1. 3	0.600	0,287	Valid
X1. 4	0.659	0,287	Valid
X1. 5th	0.802	0,287	Valid
X1. 6th	0.647	0,287	Valid
X1. 7th	0.559	0,287	Valid
X1. 8th	0.545	0,287	Valid
X1. 9th	0.803	0,287	Valid

Source: Processed primary data, 2022

Based on Table 2, it can be seen that all questions for organizational commitment variables have a valid status, since the calculated r value (*Corrected Item-Total Correlation*) > r table is 0.287 .

Table 3.

Work Environment Variable Validity Test Results(X₂)

Grain	Corrected Item Total Correlation / $r_{\text{value calculate}}$	r_{table}	Criterion
X2.1	0.545	0.287	Valid
X2.2	0.500	0.287	Valid
X2.3	0.628	0.287	Valid

X2.4	0.663	0.287	Valid
X2.5	0.461	0.287	Valid
X2.6	0.588	0.287	Valid
X2.7	0.517	0.287	Valid
X2.8	0.472	0.287	Valid
Grain	<i>Corrected Item Total Correlation / $r_{\text{value calculate}}$</i>	r_{table}	Criterion
X2.9	0.476	0.287	Valid
X2.10	0.688	0.287	Valid
X2.11	0.615	0.287	Valid
X2.12	0.551	0.287	Valid
X2.13	0.619	0.287	Valid
X2.14	0.540	0.287	Valid
X2.15	0.623	0.287	Valid
X2.16	0.644	0.287	Valid
X2.17	0.544	0.287	Valid
X2.18	0.607	0.287	Valid
X2.19	0.505	0.287	Valid
X2.20	0.596	0.287	Valid
X2.21	0.728	0.287	Valid
X2.22	0.543	0.287	Valid

Source: Processed primary data, 2022

Based on Table 3, it can be seen that all questions for work environment variables have a valid status, because the calculated r value (*Corrected Item-Total Correlation*) $> r$ of the table is 0.287.

Table 4.
Job Satisfaction Variable Validity Test Results(Y)

Grain	<i>Corrected Item Total Correlation / $r_{\text{value calculate}}$</i>	r_{table}	Criterion
Y.1	0.656	0.287	Valid
Y.2	0.627	0.287	Valid
Y.3	0.662	0.287	Valid
Y.4	0.750	0.287	Valid
Y.5	0.685	0.287	Valid
Y.6	0.547	0.287	Valid
Grain	<i>Corrected Item Total Correlation / $r_{\text{value calculate}}$</i>	r_{table}	Criterion
Y.7	0.627	0.287	Valid
Y.8	0.519	0.287	Valid
Y.9	0.534	0.287	Valid
Y.10	0.581	0.287	Valid
Y.11	0.574	0.287	Valid
Y.12	0.596	0.287	Valid

Source: Processed primary data, 2022

Based on Table 4, it can be seen that all questions for the job satisfaction variable have a valid status, because the calculated r value (*Corrected Item-Total Correlation*) $> r$ of the table is 0.287.

Reliability Test

Table 5.
Reliability Test Results

Variable	Cronbach Alpha	Rule of thumb	Number of Items
Organizational commitment	0.883	0.7	Reliable
Working environment	0.921	0.7	Reliable
Job satisfaction	0.897	0.7	Reliable

Source: Processed primary data, 2022

Based on the data processing results, the *Cronbach alpha* value of the organizational commitment variable was 0.883, the work environment variable was 0.921, and the job satisfaction variable was 0.897, more the magnitude of the specified *rule of thumb* value is 0.7. So all the variables in this study were declared reliable.

Test of Classical Assumptions

Normality Test

Table 6.
Normality Test Results

KS-Z	Asymp. Sig. (2-tailed)	Information
0,639	0,809	Usual

Source: Processed primary data, 2022

Table 5 above can be dilihat, from the normality results, variables of organizational commitment, work environment and job satisfaction. It has an *asymp.sig (2 tailed)* value of $0.809 > 0.05$. Then it can be concluded that all variables in this study are normally distributed, thus the classical assumptions about normally distributed data have been met.

Multicholnearity Test

Table 7.
Multicholnearlity Test Results

No.	Variable	VIF	Tolerance	Conclusion
1	Organizational commitment	1,378	0.726	Symptom-Free Multicollnearity

2	Working environment	1,378	0.726	Symptom-Free Multicollinearity
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Source: Primary data for processed, 2022.

In Table 7, it can be seen that each independent variable used has a *tolerance* value above 0.10. Meanwhile, *the variance inflation factor* (VIF) value is below 10 so that it can be concluded that organizational commitments and the work environment have been freed from the symptoms of multicollinearity so that further data processing stages can be carried out immediately

Heterochedasticity Test

Table 8.

Heterochedasticity Test Results

Variable	Sig.	Conclusion
Organizational commitment	0.518	Symptom-Free Heteroskedasticity
Working environment	0.129	Symptom-Free Heteroskedasticity

Source: Processed primary data, 2022

From table 8 above, it can be seen that organizational commitment and the work environment have a significance value above 0.05 so it can be concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Multiple regression analysis is used to determine the regression coefficient of the independent variable. How it affects the dependent variable, it can be seen from the analysis of multiple regression data obtained using the SPSS Version 23 program as in the following table:

Tabel 9.

Multiple Linear Regression Analysis Results

Variable	Regression Coefficient	t _{count}	Significance
Organizational commitment (X ₁)	0.522	5,036	0,000
Working environment (X ₂)	0.104	2,279	0.028
Constant		17,855	
Adjusted R Square		0.552	

Source: Processed primary data, 2022

Based on the regression results from Table 9 above, the multiple linear regression equations can be determined in this study as follows:

$$Y = 17.855 + 0.522 X_1 + 0.104 X_2 + e$$

The interplay over the regression equation obtained is as follows:

1. The constant of 17,855 states that if the variables of organizational commitment(X_1)and work environment (X_2)are considered constant or ignored, then job satisfaction(Y) is 17,855 units.
2. The regression coefficient of organizational commitment (X_1) is 0.522 meaning that if another independent variable has a fixed value and organizational commitment increases by 1 unit of weight, job satisfaction will increase by 0.522, and vice versa. A positive coefficient means that organizational commitment has a positive effect on job satisfaction.
3. The work environment regression coefficient (X_2) is 0.104 meaning that if other independent variables have a fixed value and the work environment increases by 1 unit of weight, job satisfaction will increase by 0.104, as well as in the opposite circumstances. A positive coefficient means that the work environment positively affects job satisfaction.

Hypothesis Test

Table 10.

Hypothesis Test Results

Variable	t_{count}	t_{table}	Conclusion
Organizational commitment (X_1)	5,036	2.014	H_1 accepted
Working environment (X_2)	2,279	2.014	H_2 accepted

Source: Processed primary data, 2022

From hasil the study obtained a regression coefficient of 0.522, and the calculated t value $> t_{\text{table}}$ ($5.036 > 2.014$) with a significance of $0.000 < 0.05$, then H_{α_1} is accepted. It can be concluded that organizational commitment has a positive and significant effect on job satisfaction. The higher the organizational commitment, the more job satisfaction increases. Conversely, the lower the organizational commitment, the lower job satisfaction.

The results showed a regression coefficient value of 0.104 and a calculated t value $> t_{\text{table}}$ ($2.279 > 2.014$) with a significance of $0.028 < 0.05$, then H_{α_2} was accepted. It can be concluded that the work environment has a positive and significant effect on job satisfaction. The more conducive the work environment, the more job satisfaction will increase. Conversely, the less conducive the work environment, the more job satisfaction will decrease.

The Effect of Organizational Commitment on Job Satisfaction

Based on the results of data analysis, it is further by the hypothesis proposed that organizational commitment affects the job satisfaction of employees of the South Coast District Inspectorate Office. Descriptive analysis shows that the indicator that has the lowest TCR is normative commitment. This means that the commitment of employees to obligations to work, to survive as employees, and to contribute to the organization still needs to be improved so that job satisfaction increases. This suggests that job satisfaction can be affected by organizational commitment.

The results of multiple regression analysis by conducting a t-test obtained a *variable sig* value $X_1 = 0.000 < 0.05$ so that H_1 was accepted, which means that partially organizational commitment has a positive and significant effect on job satisfaction of employees of the South Coast District Inspectorate Office. The higher the organizational commitment, the more job satisfaction increases. Conversely, the lower the organizational commitment, the lower job satisfaction.

The results of this study are supported by research conducted by Setiawan (2020); Nugrahaningtyas et al., (2017) who stated that organizational commitment has a positive and significant effect on job satisfaction. Bukit et al., (2020) proved that organizational commitment positively influences job satisfaction in employees. Similarly, the research of Finowaa et al. (2021) states that organizational commitments can positively and significantly affect staff job satisfaction.

The Effect of the Work Environment on Job Satisfaction

The results of the analysis of the data results and the hypothesis proposed, namely the work environment affects the job satisfaction of employees of the South Coast District Inspectorate Office. From the results of the descriptive analysis it was found that the indicator that has the lowest TCR value of the work environment variable is air circulation in the workplace. This means that there are still many employees who feel that the flow of air circulation in the workplace is not good so that it needs to be improved so that employee health is maintained and has an impact on job satisfaction. This suggests that job satisfaction can be affected by the work environment.

Based on the results of multiple regression analysis by conducting a t test, a *variable sig* value $X_2 = 0.028 < 0.05$ so that H_2 is accepted, which means that partially the work environment has a positive and significant effect on employees' job satisfaction of the South Coast District Inspectorate Office. The more conducive the work environment, the more job satisfaction will increase. Conversely, the less conducive the work environment, the more job satisfaction will decrease.

The results of this study are in line with the research conducted by Wibowo et al., (2014) it can be proven that the physical work environment and non-physical work environment simultaneously have a significant effect on satisfaction work. Haedar et al., (2015) stated that the work environment significantly and positively influences job satisfaction. Halil & Mistar (2020) provides evidence that the work environment simultaneously significantly affects employee job satisfaction. Penelitian Irma & Yusuf

(2020) also proved that the work environment positively affects employee job satisfaction.

IV. Conclusion

Based on the analysis of data and interpretations that have been presented in the previous chapter, it can be concluded that organizational commitment has a positive and significant effect on the job satisfaction of employees of the South Coast District Inspectorate Office. The higher the organizational commitment, the more job satisfaction increases.

The study results also showed that the work environment had a positive and significant effect on the job satisfaction of employees of the South Coast District Inspectorate Office. That is, the more conducive the work environment, the more job satisfaction will increase

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