



INFLUENCE OF WORK ENVIRONMENT, SELF-CONCEPT AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE SATISFACTION

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Informasi Naskah	Abstrak
Diterima: 7 Nov 2022	<i>This study aims to examine the effect of Work Environment, Self-Concept, and Organizational Commitment on Employee Job Satisfaction. The population in this study were employees of PT MATU Pasuruan, East Java, Indonesia, with a saturated sampling of 52 employees. Data analysis used SPSS 23 program, with instrument testing namely validity and reliability, classical assumption test, and hypothesis testing. The results of this study indicate that the work environment, self-concept and organizational commitment have a significant effect both individually and simultaneously on employee job satisfaction. Organizational commitment is the variable with the most dominant influence. From the findings, organizations and managers are expected to focus on developing a work environment for their workers in various ways, e.g.: equipping tools, creating comfort and stability. This includes recognizing workers' contributions, communicating company progress and achievements to workers, empowering workers, providing work-life balance, and the knowledge and skills required for optimal achievement. Improving all of these factors can increase the worker's self- concept and commitment in the organization which leads to job satisfaction. This research enriches information/theory regarding the relationship between work environment, self-concept and organizational commitment on employee job satisfaction</i>
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INTRODUCTION

As a community-wide impact project, the Umbulan SPAM project has a long history of development efforts. Started decades ago, this project requires significant coordination and

effort from various public and private contributors. According to some experts, the work environment is everything around employees that affects the way they do their jobs. The work environment, attitudes, and commitment are conditions related to the level of job satisfaction and become inputs that have an impact on future job performance. The relationship between performance and job satisfaction becomes a continuous system. Thus, job satisfaction is an important factor for employees and companies, especially to create positive framework conditions for the work environment. Job satisfaction is a common problem in all workplaces related to work environment, work attitude and commitment. Based on all observations made, the impact of the work environment, self-concept, and organizational commitment to employee job satisfaction needs to be investigated further at the contractor company PT. MATU, Pasuruan, East Java, Indonesia.

From the brief description above, these problems can be concluded as follows: do the work environment, self-concept, and organizational commitment have a sizeable impact either in part or concurrently on employee job satisfaction?

LITERATURE REVIEW AND HYPOTHESIS

Work environment

According to (Sedarmayanti, 2016) there are many places where there are many groups with many supporting factors in achieving the goals of the company, as well as the vision and mission of the company. Meanwhile, according to (Mardiana et al., 2022), the work environment is an environment wherein personnel perform their each day activities related to the work assigned to them.

The work environment can be interpreted as the environment around employees that can have an impact on employee job satisfaction in carrying out their activities in order to achieve maximum work results. Complete work facilities that can support employees in completing their tasks. It is expected that employees can improve their performance which has a positive impact on the company.

Indicators of the work environment that can support maximum performance include (Sedarmayanti, 2016):

- 1) Light on location.
- 2) Location temperature.
- 3) On-site coloring.
- 4) Rules that work well.

Self concept

Self-concept is the action a person takes, and whatever they have to do, the result is worth the effort put in. Self-concept is also interpreted as a tendency to feel and think satisfied or dissatisfied with their work (Purwanto et al., 2021). Self-concept is the use of anthropometric measurements of certain employee sizes to assess the suitability of the supports used by employees (Rahayu, 2020).

Indicators of self-concept include:

- 1) Satisfaction with his work.
- 2) Involvement in his work.
- 3) Engagement.

Organizational Commitment

According to (S. P. Robbins & Judge, 2017), the condition when an employee sympathizes with the organization and the workplace and wants to remain in membership in the organization/company. According to (Gibson et al., 2011) organizational commitment is a commitment, loyalty to an organization/company. Organizational commitment shows an attitude of acceptance and deep belief in the values of the organization/company.

According to (Luthans et al., 2021) that the various definitions and measures of organizational commitment are quite broad. In this study, indicators of organizational commitment used include:

- 1) High expectations to be in the membership/company.
- 2) Willingness to work following the intentions of the organization/company.
- 3) Certain popularity of organisation values and goals.
- 4) Employees' pride in the organization/company they work for.

Job Satisfaction

Job satisfaction is the liking and pleasure that employees have when they see the work they do. Job satisfaction is how satisfied or dissatisfied employees are with their jobs. Job satisfaction is the extent to which an individual perceives various aspects of their duties, work arrangements, and relationships with coworkers (Priansa et al., 2011). Job satisfaction is the extent to which a person's emotions relate to various aspects of their job, workplace, and their relationships with coworkers.

According to G Terry in (Winardi, 2011) states that employees tend to work enthusiastically if the satisfaction achieved is as desired. From the employee's perspective, there are three indicators that are considered important.

- 1) There are challenges in using the general nature of the job, individual skills required.
- 2) Freedom to work, opportunity to develop personal ideas, opportunity to feel important in job performance, and opportunity to make important decisions about work.
- 3) Appreciation of superiors for their honest, open, and timely work.

According to (S. Robbins & Judge, 2011), job satisfaction is an employee's attitude towards his work which is shown in terms of the difference between the amount of rewards and the amount of compensation they think they should get. Job satisfaction is an emotional response to aspects of one's work. A person can be relatively satisfied with one element in their task, while disenchanted with some other (Hasibuan, 2011). Job satisfaction is an assessment or reflection of an employee's feelings about a job well done. This is reflected in the positive attitude of employees towards their work and in the work environment as a whole. Job satisfaction is seen as the level of pleasure that individuals feel in their role or work in an organization. Job satisfaction is related to each person psychology in an enterprise resulting from perceived environmental situations (Umar, 2003). Organizational commitment directly affects job satisfaction (Suyono et al., 2021); (Cherian et al., 2018), the work environment directly affects job satisfaction (Suyono et al., 2021); (Raziq & Maulabakhsh, 2015). Therefore, organizations/companies need to realize the importance of a supportive work environment and organizational commitment to increase job satisfaction.

Conceptual framework

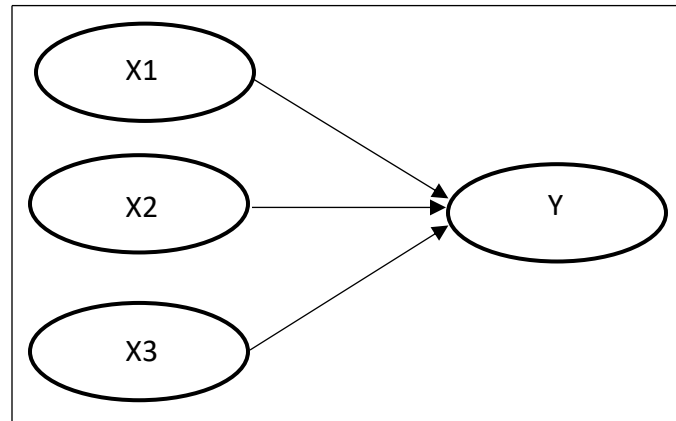


Figure 1 Conceptual framework
Source: designed by authors

Remarks:

- X1 : Work environment.
- X2 : Self concept.
- X3 : Organizational commitment.
- Y : Job satisfaction.

From the description and conceptual framework above, the following are the hypotheses:

H1: The work environment has a significant effect on job satisfaction.

H2: Self-concept has a significant effect on job satisfaction.

H3: Organizational commitment has a significant effect on job satisfaction.

H4: Work Environment, Self-Concept, and Organizational Commitment have a significant effect simultaneous on job satisfaction.

RESEARCH METHOD

This study is a quantitative research. Primary data turned into amassed by dispensing questionnaires to all employees as studies respondents, and secondary information was collected in the shape of research records which includes company records and the literature used. The population of this study were all employees of PT MATU in the organizational structure of 52 employees, and the sample of this study was a saturated sample of 52 employees. The analytical technique used in this research is multiple regression analysis with SPSS software.

RESULT AND DISSCUSION

1. Validity Test

From data processing, testing the relevance of the work environment (X1), self-concept (X2), organizational commitment (X3), and job satisfaction (Y) the results of the validity of the research elements/instruments are as shown in the table below. By testing 52 respondents, the value of r table is 0.279 as a comparison.

Table 1 Validity test result

Element	r-count	r-table	Remark
X1.1	0. 869	0.279	Valid

X1.2	0.829	0.279	Valid
X1.3	0.442	0.279	Valid
X1.4	0.829	0.279	Valid
X2.1	0.946	0.279	Valid
X2.2	0.866	0.279	Valid
X2.4	0.912	0.279	Valid
X3.1	0.808	0.279	Valid
X3.2	0.829	0.279	Valid
X3.3	0.844	0.279	Valid
X3.4	0.396	0.279	Valid
Y1	0.831	0.279	Valid
Y2	0.921	0.279	Valid
Y3	0.923	0.279	Valid

Source: Field data processed with SPSS

Based on the table shown above, all propositional elements of all variables can be declared fully valid. The result of the sum of the correlation values for each element of the statement shows $r \text{ count} > r \text{ table}$. The results show that all statement elements for all variables are valid and can be continued for research tools.

2. Reliability Test

The results of reliability testing for the variables studied are shown as follows:

Table 2 Reliability test result

Variable	Cronbach's Alpha	Criteria	Remark
Work environment (X1)	0.793	0.60	Reliable
Self-concept (X2)	0.864	0.60	Reliable
Organizational commitment (X3)	0.787	0.60	Reliable
Job satisfaction (Y)	0.861	0.60	Reliable

Source: Field data processed with SPSS

The table above shows that all variables are considered reliable because the value of Cronbach's alpha > 0.6 so that the research can be continued for analysis.

3. Classic Assumption Test

A. Normality Test

The results of the data normality test are shown in the following figure.

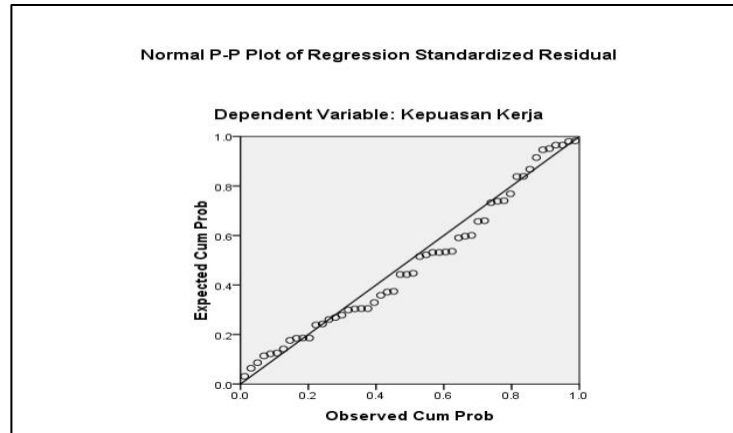


Figure 2 Normality Test result
Source: Field data processed with SPSS

The results of the data normality test show that the distribution of data points is dense and follows on the diagonal axis which is tilted to the right along the diagonal direction until the regression model meets the assumption of normality.

B. Heteroscedasticity Test

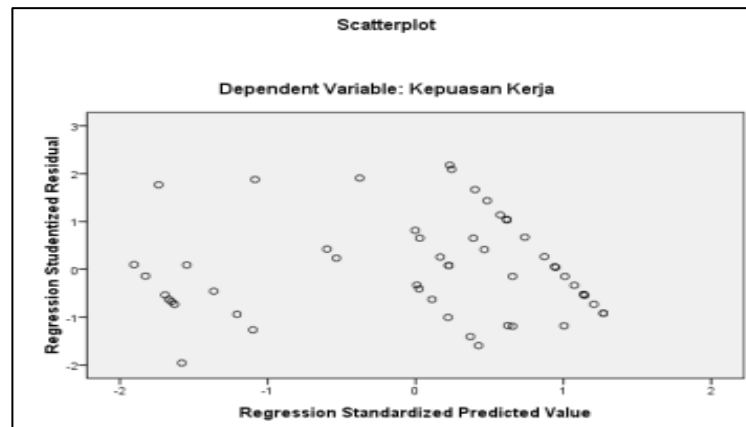


Figure 3 Heteroscedasticity test result
Source: Field data processed with SPSS

The results above show that the distribution of data points does not have a pattern. The data points are distributed from zero, if above (positive value) and below (negative value) or left (negative value) and right (positive value), so it can be concluded that there is no heteroscedasticity.

C. Multicollinearity Test

Table 3 Multicollinearity test result

Coefficient					
Correlation			Statistic Collinearity		
Zero-order	Partial	Part	Tolerance	VIF	
0.856	0.324	0.109	0.278	3.591	
0.895	0.539	0.204	0.263	3.805	
0.891	0.582	0.228	0.309	3.231	

- Dependent Variable: Job Satisfaction

Source: Field data processed with SPSS

The table above suggests that the tolerance for the work surroundings variable is $0.278 > 0.10$ and the VIF value is $3.591 < 10.00$, while the self-concept tolerance is $0.263 > 0.10$ and the VIF value is $3.805 < 10.00$, the organizational commitment variable tolerance is $0.309 > 0.10$, and the VIF value $3.231 < 10.00$, so that all variables in this study are stated to satisfy the criteria and hypothesis checking out can be persevered.

4. Multiple Linear Regression Analysis

Table 4 Multiple linear regression analysis result

Coefficient					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-1.149	0.530		0.035
	Work environment	0.179	0.076	0.207	0.022
	Self-concept	0.430	0.097	0.397	0.000
	Organizational commitment	0.375	0.076	0.410	0.000

- Dependent Variable: Job Satisfaction

Source: Field data processed with SPSS

From the table above, it can be denoted by the following formula:

$$Y = (-1,149) + 0,179 X_1 + 0,430 X_2 + 0,375 X_3$$

From the above formula it can be explained as follows:

- 1) The coefficient constant (a) is (-1.149) meaning that if the work environment (X1) self-concept (X2), organizational commitment (X3) are all worth 0 units, then job satisfaction (Y) increases by (- 1.149) units.
- 2) The regression coefficient (b1) of 0.179 suggests a positive relationship, if the work environment (X1) is elevated by way of 1 unit then job satisfaction (Y) will increase via 0.179 unit assuming the value of the self-concept variable (X2) and organizational

commitment (X3) is fixed. Likewise, if the work environment (X1) is reduced by way of 1 unit, then job satisfaction (Y) will lower by 0.179 unit assuming the value of the self-concept variable (X2) and organizational commitment (X3) remains.

- 3) The regression coefficient (b2) of 0.430 shows a positive relationship if self-concept (X2) increases by 1 unit, then job satisfaction (Y) will increase by 0.430 units with the assumption that the value of the work environment variable (X1) and organizational commitment (X3) is constant. Vice versa if self-concept (X2) is reduced by 1 unit, job satisfaction (Y) will decrease by 0.430 units assuming the value of the work environment variable (X1) and organizational commitment (X3) is fixed.
- 4) The regression coefficient (b3) of 0.375 suggests a positive relationship if organizational commitment (X3) is increased 1 unit then job satisfaction (Y) will growth with the aid of 0.375 unit assuming the value of the work environment variable (X1) and self-concept (X2) is improved. Vice versa if organizational commitment (X3) is decreased by 1 unit then job satisfaction (Y) will lower by using 0.375 unit assuming the value of the work environment variable (X1) and self-concept (X2) remains.

5. Hypothesis test

The following shows the results of the t-test using the SPSS program:

Table 5 t-Test result

		Unstandardized Coefficients		Standardized Coefficients	t	sig.
Model		B	Std. Error	Beta		
1	(Constant)	-1.149	0.530		-2.170	0.035
	Work environment	0.179	0.076	0.207	2.369	0.022
	Self-concept	0.430	0.097	0.397	4.428	0.000
	Organizational commitment	0.375	0.076	0.410	4.962	0.000

- Dependent Variable: Job Satisfaction

Source: Field data processed with SPSS

1. Effect of Work Environment (X1) on Job Satisfaction (Y)

The table above shows that the significance value of the influence of the work environment on job satisfaction is 0.022, which is smaller than the significance level of 5% (0.05). From the table above, it can be seen that the significant positive effect of the work environment variable on the job satisfaction variable is 2,369, meaning that a good work environment helps companies prevent work fatigue, support needs, and increase job satisfaction. The main goal of business is to get maximum profit. This advantage is achieved when labor productivity is high. In fact, this is achieved when employees at work are satisfied with their jobs. This requires a good working environment. A work environment that directly affects employee job satisfaction and can have a significant impact on company operations. It is undeniable that the condition of the work environment, both physical and non-physical, is one of the causes of workplace inefficiency. Therefore, in relation to the surrounding work environment, appropriate equipment, working temperature, noise, working area conditions, support good cooperation between superiors and subordinates. The availability of human labor and of course the provision of an attractive work environment as well as a calm and comfortable atmosphere ensure that

employee job satisfaction is fulfilled and the company functions effectively. Leaders need to understand that the work environment has a significant impact on employee job satisfaction.

2. Effect of Self-Concept (X2) on Job Satisfaction (Y)

From the results of the data analysis above, it is known that the significance value of the influence of the self-concept variable on job satisfaction is 0.000, smaller than the significance level of 5% (0.05). These results explain that the self-concept variable has a significant positive effect on job satisfaction of 4,428, indicating that a good self-concept helps prevent work burnout and absenteeism at work. The concept of fulfilling needs by supporting and developing employees will increase job satisfaction.

3. The Effect of Organizational Commitment (X3) on Job Satisfaction (Y)

Based on the analysis of the data above, it is known that the significance value of the influence of the organizational commitment variable on job satisfaction is 0.000 which is below the 5% significance level (0.05), meaning that this result explains the significant positive effect of the organizational commitment variable 4.962 on the job satisfaction variable. This shows that a strong organizational commitment can help reduce fatigue and inefficiency of the company's work. Commitment to support and meet employee needs can increase job satisfaction.

Table 6 F-Test result

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	406.661	3	135.554	141.411	0.000
	Residual	46.012	48	0.959		
	Total	452.673	51			

a. Predictor: (Constant). Work environment. Self-concept. Organizational Commitment

b. Dependent Variable: Job Satisfaction

Source: Field data processed with SPSS

Based on the results of the analysis, it is known that the calculated F is 141.411 with a significance value of 0.000 and the F table is 2.80, so that the F count > F table, $141.411 > 2.80$ with a significance value of $0.000 < 0.05$. These results imply that the work environment, self-concept, and organizational commitment simultaneously have a significant effect on job satisfaction, and the hypothesis is accepted.

6. Coefficient of Determination Test

The following are the test results using the Determination Test (R^2).

Table 7 Coefficient of Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.948	0.898	0.892	0.979	0.898	141.411	3	48	0.000	2.079

a. Predictor: (Constant), Work environment, Self concept, Organizational Commitment

b. Dependent Variable: Job Satisfaction

Source: Field data processed with SPSS

Based on the table above, it gives an R-squared value of 0.898. This means that the independent variables, namely the work environment, self-concept and organizational commitment can influence/explain 89.8% of the dependent variable, namely job satisfaction. While the other variables outside the study amounted to 10.2%.

CONCLUSION

The results of the analysis provide the following conclusions:

- 1)The work environment has a significant impact on job satisfaction.
- 2)Self-concept has a significant impact on job satisfaction.
- 3)Organizational commitment has a significant impact on job satisfaction.
- 4)Work environment, self-concept and organizational commitment have a significant impact on simultaneously on job satisfaction.

Based on the results of the study, the dominant influence between work environment, self-concept and organizational commitment on employee job satisfaction is organizational commitment. From this research, organizations and managers are expected to focus on developing a work environment for their workers in various ways, for example: equipping tools, creating comfort and stability. This includes recognizing employee contributions, communicating company progress and achievements to workers, empowering workers, providing work-life balance, and the knowledge and skills required for optimal achievement. Improving all these factors can increase the self-concept and commitment of workers in the organization which leads to job satisfaction.

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