

Influence of Organizational Commitment, Work Environment, and Work Motivation as Intervening Variables on Job Satisfaction of Employees Directorate General of Foreign Trade, Ministry of Trade

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Abstract

This study aims to analyze the factors that influence the job satisfaction of employees of the Directorate General of Foreign Trade, Ministry of Trade. The population of this study was all employees of the Directorate General of Foreign Trade of the Ministry of Trade with a total sample of 162 employees with an observation period of 2022. The endogenous variables used were work motivation and job satisfaction, while the exogenous variables used were organizational commitment and work environment. The data analysis method used Structural Equation Model-Partial Least Square (SEM-PLS). The results showed that organizational commitment and work environment had a positive and significant effect on work motivation; organizational commitment and work environment have no significant effect on job satisfaction; work motivation has a positive and significant effect on job satisfaction; work motivation can mediate the effect of organizational commitment and work environment on job satisfaction.

Keywords

organizational commitment; work environment and work motivation; job satisfaction; intervening variable; SEM-PLS



I. Introduction

Law Number 25 of 2009 concerning Public Services mandates that the state is obliged to meet the needs of every citizen through a government system that supports the creation of excellent public service delivery in order to fulfill the basic needs and civil rights of every citizen for public goods, public services, and administrative services. The Directorate General of Foreign Trade is one of the echelon 1 work units at the Ministry of Trade and has the primary task and function of providing public services in the field of foreign trade, including export and import facilitation services, export and import licensing services as well as foreign trade protection and security services. . Job satisfaction of employees of the Directorate General of Foreign Trade of the Ministry of Trade must be a concern because it has an impact on excellent public services to the community. Based on a pre-survey conducted on 30 employees at the Directorate General of Foreign Trade Ministry of Trade (*random*), the results show that the employee job satisfaction score of 74.67% has not reached 100%. In addition, the results also show that the three highest variables determining job satisfaction are Organizational Commitment (97%), Work Environment (93%), and Work Motivation (93%).

Furthermore, the authors conducted a pre-survey on work motivation, work environment, and organizational commitment using the Dichotomous Scale agree and disagree to measure the management of these three variables, which will later be proven in research on whether the three variables affect the employee's job satisfaction variable. The

data from the pre-survey on the organizational commitment variable shows that the level of organizational commitment of 66.11% has not reached the optimal condition. The author suspects that the employee's organizational commitment has not optimally affected the level of job satisfaction of the Directorate General of Foreign Trade, Ministry of Trade employees. According to several previous studies, their *research gap* is related to the effect of organizational commitment on job satisfaction. Several previous studies have stated that organizational commitment has a positive and significant effect on job satisfaction (Wahyudi et al., 2021), (Usman, 2019) and (Setiawan, 2020). However, the results of research by Prasetyaningrum (2020), Ratnasari et al. (2020), and Kambey et al. (2016) state that organizational commitment has no significant effect on job satisfaction. The pre-survey data on the work environment variable shows that the condition of the work environment is not good because 22.22% of employees feel uncomfortable with their work environment. The author suspects that the unfavorable working environment is the cause of the non-optimal level of job satisfaction of the Directorate General of Foreign Trade, Ministry of Trade employees. According to several previous studies, their *research gap* is related to the effect of the work environment on job satisfaction. The results of research conducted by Taheri et al. (2020), Irma and Yusuf (2020), Jasmine and Edalmine (2020), Wahyudi et al. (2021), and Hidayat et al. (2021) state that the work environment variable affects positive and significant on employee job satisfaction. However, based on the results of research by Wibiseno and Dewi (2018), it is stated that the work environment has no significant effect on job satisfaction. The pre-survey data on the work motivation variable shows that the work motivation level of 66.11% has not reached its optimal condition. The author suspects that the employee's work motivation has not been optimally affected by the level of job satisfaction of the Directorate General of Foreign Trade, Ministry of Trade employees. According to several previous studies, their *research gap* is related to the effect of work motivation on job satisfaction. The research results of Jasmine and Edalmine (2020) found that work motivation variables had a positive and significant effect on employee job satisfaction. However, based on the research results, Hidayat et al. (2021) stated that work motivation does not significantly affect job satisfaction.

Variables *Intervening* or mediating variables appear among the independent variables to influence the dependent variable (Sekaran & Bougie, 2016). For example, previous research found that the work environment variable positively and significantly influenced job satisfaction, with work motivation *intervening* (Jasmine and Edalmine, 2020). Therefore, work motivation was chosen as the intervening variable because it can mediate the relationship between work environment, organizational commitment, and job satisfaction.

II. Review of Literature

2.1 Organizational Commitment

According to Indra Kharis (2010), organizational commitment is a condition in which an employee favors a particular organization and its goals and desires to maintain membership. So high job involvement means taking sides in an individual's particular job. According to Moorhead and Griffin (2013) organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization. A highly committed individual is likely to see himself as a faithful member of the organization.

From the opinions above, it can be concluded that organizational commitment is an individual's psychological state associated with solid belief, belief, and acceptance of the goals and values of the organization, a strong will to work for the organization, and the degree to which the individual still wants to be organization member.

2.2 Work Environment

Nitisemito (2010) states that the work environment is everything around the workers and can affect them in carrying out the assigned tasks. The work environment consists of physical and non-physical environments attached to employees so that they cannot be separated to get good employee performance. According to Sedarmayanti (2010), the physical work environment is all physical conditions around the workplace that can affect employees directly or indirectly. In comparison, the non-physical work environment is all conditions related to work relationships with superiors and colleagues or relationships with subordinates.

Based on several definitions related to the work environment, it can be concluded that the work environment is a condition around employees, both physically and non-physically, that can affect employee performance.

2.3 Work Motivation

Work Motivation comes from the Latin word *movere* which means drive or driving force (Purba and Sudibjo, 2020). Motivation is the willingness to expend a high level of effort for organizational goals conditioned by the ability of that effort to meet several individual needs (Robbins, 2001). Work motivation is the drive and desire that exists in humans to carry out their work tasks well (Umar, 2003). Thus it can be concluded that work motivation is the impetus that exists within a person to carry out his duties properly so that his goals are achieved.

2.4 Job Satisfaction

Job satisfaction refers to the general attitude of an individual toward his job, which shows that someone with a high level of satisfaction will show a positive attitude towards his job; on the other hand, someone dissatisfied with his job shows a negative attitude toward work (Robbins & Judge, 2017). Job satisfaction for employees must be created as well as possible so that work morale, dedication, love, and employee discipline increase.

Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors (Edy Sutrisno, 2016). This attitude is reflected by work morale, discipline, and work performance.

Priansa (2016) states that high job satisfaction will encourage the realization of organizational goals effectively, while a low level of job satisfaction is a threat that will bring destruction or setbacks to the organization, quickly or slowly.

Based on several definitions related to job satisfaction above, it can be concluded that job satisfaction is an employee's emotional attitude positively towards his work which is reflected through work morale, discipline, and work performance that can support the realization of organizational or company goals.

2.5 Research Thinking Framework

Based on the explanations and results of previous studies that suggest the effect of work environment, organizational commitment, and work motivation on job satisfaction, the framework used in this study can be seen in Figure 1 below.

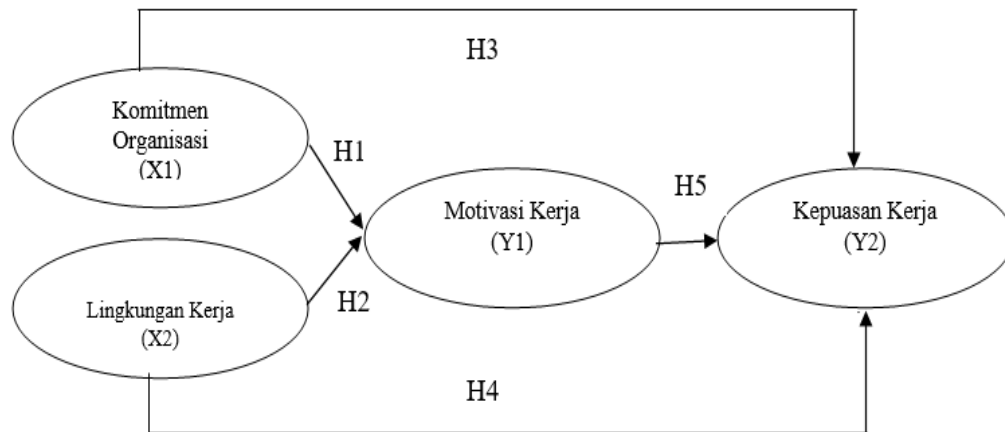


Figure 1. Research framework research

Hypothesis

Based on the description of the problem formulation, literature review, and existing framework, the following hypothesis can be formulated:

H1: Organizational commitment has a significant positive effect on work motivation.

H2: The work environment has a significant positive effect on work motivation.

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

H4: The work environment has a significant positive effect on job satisfaction.

H5: Work motivation has a significant positive effect on job satisfaction.

H6: Work motivation significantly mediates organizational commitment to job satisfaction.

H7: Work motivation significantly mediates the work environment on job satisfaction.

III. Research Method

3.1 Research Design

This research is designed to understand, explain, and analyze correlations between variables, which will later be analyzed with relevant statistical data. So from the resulting data, conclusions can be drawn about the object under study. The research design used is a descriptive method with a quantitative approach and causal research method.

3.2 Operational

Definition, The operational definition in this study explains each variable used in the study of the indicators that make it up. The variables used are independent variables and dependent variables. This research will use four variables: organizational commitment and work environment as independent variables, work motivation as a mediating variable, and job satisfaction as the dependent variable.

3.3 Population and Research Sample

The population in this study were employees of the Directorate General of Foreign Trade, Ministry of Trade, with a total of 272 people. The sample used in this study uses the Slovin formula with an allowance level of 5% (Prasetyo, 2006) as follows:

$$n = \frac{N}{1 + N(\epsilon)^2} \quad (1)$$

Where:

n = Research sample

N = Population

e = 5% allowance level with a level of 95% confidence

Then the number of samples is obtained as follows:

$$n = \frac{272}{1 + 272(0.05)^2} \quad (2)$$

$$n = 161.9$$

Based on the above formula, the minimum number of samples taken is 161.9 and will be rounded to 162. The sampling technique that will be used is *proportionate stratified random sampling*. Probability sampling designs are used when the sample representation level is essential in a broader generalization (Levy, PS, and Lemeshow, S, 2013).

3.4 Data Collection

In this study, data collection on a questionnaire used a Likert scale to measure quantitative data. The answers to each indicator using a Likert scale from the most negative to the most positive. The Likert scale in this study contains five levels of gradation of answers to assess the variables of organizational commitment, work environment, work motivation, and job satisfaction of employees of the Directorate General of Foreign Trade, Ministry of Trade.

Table 1. Alternative answers to the Likert scale questionnaire

Alternative Answers	Score
Strongly Agree (SS)	5
Agree (S)	4
(N)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

Source: Levy, PS and Lemeshow, S, 2013

3.5 Data Analysis

This study uses the *Structural Equation Modeling* (SEM) analysis method with instrument testing using the *Partial Least Square* (PLS) method. According to Ghazali (2006), PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based approach. There are several stages in the evaluation of the model in SEM-PLS, namely as follows:

- a. Evaluation of the measurement model (*outer model*)
 1. Validity
 2. test Reliability test
- b. Evaluation of the structural model (*inner model*) or hypothesis testing

IV. Results and Discussion

4.1 Results

a. Validity Test

1. Convergent Validity

The first stage of validity testing is used to identify that *unobserved variable* can be measured using each construct *observed variable* through *Confirmatory Factor Analysis* (CFA) or factor analysis. According to Ghazali (2011), an indicator is considered to have a high level of validity if it has a loading factor value > 0.7 . Based on Table 2, it can be seen that all the item loading factor values (outer loading) are above 0.7. So these items meet the conditions of *convergent validity*.

Table 2. The loading factor value of the variables of organizational commitment, work environment, work motivation, and job satisfaction

Item	Outer Loading				Value Limitation Outer Loading Value	Decision
	Organizational Commitment (X1)	Work Environment (X2)	Work Motivation (Y1)	Job Satisfaction (Y2)		
1	0,839	0,835	0,742	0,816	0,7	Valid
2	0,851	0,807	0,846	0,818	0,7	Valid
3	0,805	0,776	0,769	0,821	0,7	Valid
4	0,796	0,749	0,833	0,835	0,7	Valid
5	0,782	0,734	0,782	0,37	—	—
6	0,782	0,734	0,734	0,795	3,	Valid
7	0,834	0,727	0,727	0,749	0,7	Valid
8	0,787	0,761	0,824	0,754	0,7	Valid
9	0,740	0,846	0,833	0,790	0,7	Valid
10	0,838	0,822	0,712	0,790	0,7	Valid
11	0,84	0,740	—	0,73	0,86	Valid
12	7	0,821	0,855	0,855	0,7	Valid
13	0,835	-	0,801	0,726	0,7	Valid
14	0,843	-	0,766	0,750	0,7	Valid
15	-	-	0,794	0,798	0,7	Valid
16	-	-	0,851 0,831	0,7	Valid	17
-	-	0,779	0,847	0	, 7	Valid
18	-	-	0,724	0,863	0,7	Valid
19	-	-	0,811	0,821	0,7	Valid
20	-	-	0,717	-	0,7	Valid
21	-	-	0,797	-	0,7	Valid
22	-	-	0,856	-	0,7	Valid
23	-	-	0,86 5	-	0,7	Valid
24	-	-	0,848	-	0,7	Valid

Source: Data processed with SmartPLS, 2022

2. Discriminant Validity

Discriminant validity is a *cross-loading factor* to determine whether the construct has sufficient discriminant. *Discriminant Validity* is measured by comparing the AVE root value of each construct with the correlation between the construct and other constructs in the model. For example, suppose the value of the square root of the AVE for each construct is greater than the correlation value between constructs and other constructs in the model. In that case, it has a good *discriminant validity* value.

Table 3. Fornell-larger criterion value of research variables

	KK (Y2)	KO (X1)	LK (X2)	MK (Y1)
KK (Y2)	0.805			
KO (X1)	0.301	0.812		
LK (X2)	0.304	0.530	0.810	
MK (Y1)	0.487	0.495	0.512	0.801

Source: Data processed with SmartPLS, 2022

It can be seen that the AVE root value and the correlation of the construct with other constructs are as follows:

- Organizational commitment: AVE root value of 0.812 Correlation value of organizational commitment with other variables: 0.301; 0.530, 0.495.
- Work environment: AVE root value of 0.810 Correlation value of work environment with other variables: 0.304; 0.530, 0.512.
- Work motivation: AVE root value of 0.801 Correlation value of work motivation with other variables: 0.487; 0.495, 0.512.
- Job satisfaction: AVE root value of 0.805 Correlation value of job satisfaction with other variables: 0.301; 0.304, 0.487.

Based on the results above, it can be seen that the AVE root value of each variable is higher than the correlation value between that variable and other variables in the model. With this, it can be said that according to the AVE root test, the model has good discriminant validity.

Furthermore, discriminant validity testing looks at the AVE (Average Variance Extracted) value. The AVE value can describe the amount of variance or the diversity of manifest variables contained by the latent construct. For the ideal in the AVE, which is 0.5, the convergent validity is good, meaning that the latent variable can explain the average of more than half the variance of the indicators. The AVE criteria for a valid variable must be above 0.50 (Haryono, 2017).

Table 4. Test results *average variance extracted (AVE)*

Variable	AVE Value	Limit	Decision
Organizational commitment (X1)	0.659	0.500	Fulfilled
Work environment (X2)	0.656	0.500	Fulfilled
motivation (Y1)	0.642	0.500	Work
Job satisfaction (Y2)	0.649	0.500	SmartPLS

Table 4 above shows the AVE value of the research model. It can be seen that all variables have an AVE value of more than 0.5, so the variable has good construct validity.

b. Reliability Test

The test results based on Table 5 below show that the results of composite reliability and Cronbach's alpha show a fair value, namely, the value of each variable is above the value of 0.70. This shows that the consistency and stability of the instrument used are high. In other words, all the constructs or variables of this study have become an appropriate measuring tool, and all the questions used to measure each construct have good reliability.

Table 5. Reliability test results

Variable	Cronbach's Alpha	Composite	Reliability Limits	Decision
Organizational commitment (X1)	0.960	0.964	0.700	Reliable
Work environment (X2)	0.952	0.958	0.700	Reliable
Work motivation (Y1)	0.976	0.977	0.700	Reliable
Job satisfaction (Y2)	0.971	0.974	0.700	Reliable

Source: Data processed with SmartPLS, 2022

c. Direct Effect Test

Based on the t statistics and P values, as shown in Table 6 and Table 7 below, the results of the research hypothesis are as follows:

1. Organizational commitment has a positive and significant effect on the work motivation of employees of the Directorate General of Trade Foreign Affairs Ministry of Commerce. This is because the value of t statistics > 1.96 ($2.758 > 1.96$) or P values < 0.05 ($0.006 < 0.05$). The effect is positive because the coefficient value is positive.
2. The work environment positively and significantly affects work motivation for employees of the Directorate General of Foreign Trade, Ministry of Trade. This is because the value of t statistics > 1.96 ($3.007 > 1.96$) or P values < 0.05 ($0.003 < 0.05$). The effect is positive because the coefficient value is positive.
3. Organizational commitment does not significantly affect job satisfaction for employees of the Directorate General of Foreign Trade, Ministry of Trade. This is because the value of t statistics < 1.96 ($0.557 < 1.96$) or P values > 0.05 ($0.578 > 0.05$).
4. The work environment has no significant effect on job satisfaction for the Directorate General of Foreign Trade and Ministry of Trade employees. This is because the value of t statistics < 1.96 ($0.457 < 1.96$) or P values > 0.05 ($0.648 > 0.05$).
5. Work motivation positively and significantly affects job satisfaction for employees of the Directorate General of Foreign Trade, Ministry of Trade. This is because the value of t statistics > 1.96 ($3.691 > 1.96$) or P values < 0.05 ($0.000 < 0.05$). The effect is positive because the coefficient value is positive.

Table 6. Hypothesis testing based on path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KO (X1) -> KK (Y2)	0.060	0.064	0.108	0.557	0.578
KO (X1) -> MK (Y1)	0.311	0.311	0.113	2.758	0.006
LK (X2) -> KK (Y2)	0.051	0.039	0.112	0.457	0.648
LK (X2) -> MK (Y1)	0.347	0.345	0.115	3.007	0.003
MK (Y1) -> KK (Y2)	0.431	0.438	0.117	3.691	0.000

Source: Data processed with SmartPLS, 2022

Table 7. Test Results of Direct Effect

	Hypothesis	Std Value Coefficient	T Statistic	P-value	Information
H1	Organizational commitment → Work motivation	0.311	2.758	0.006	Supported
H2	Work environment → Work motivation	0.347	3,007	0,003	Supported
H3	Organizational commitment → Job satisfaction	0,060	0,557	0,578	Not supported
H4	Work environment → Job satisfaction	0,051	0,457	0,648	Not
H5	Work motivation → Job satisfaction	0,431	3,691	0,000	Supported

Source: Data processed with SmartPLS, 2022

d. Test of Effect of Mediation Variable

Table 8. Indirect and Total Effect Test Results Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KO (X1) -> MK (Y1) -> KK (Y2)	0.134	0.135	0.060	2.244	0.025
LK (X2) -> MK (Y1) -> KK (Y2)	0.150	0.154	0.076	1.979	0.048

Source: Data processed by SmartPLS, 2022

Table 9. Test Results of Indirect Effect and Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KO (X1) -> KK (Y2)	0.194	0.199	0.107	1.810	0.071
LK (X2) -> KK (Y2)	0.201	0.193	0.114	1.753	0.080

Source: Data processed by SmartPLS, 2022

The results of the analysis are as follows:

1. The regression coefficient of the direct influence of X1 on Y2 is 0.060 (see Path Coefficient output), the regression coefficient of the indirect effect of X1 on Y2 through Y1 is 0.134, and the total effect is 0.194. With this, it can be seen that the indirect effect is greater than the direct effect. Judging from the P value, the indirect effect of X1 on Y2 through Y1 is 0.025. Because the value is less than 0.05, it can be concluded that the variable work motivation significantly mediates the effect of organizational commitment on job satisfaction. From the output of Total Effect, it is known that the effect of X1 on Y2 is not significant ($0.071 > 0.05$), so there is a full mediating effect.
2. The regression coefficient for the direct effect of X2 on Y2 is 0.051 (see Path Coefficient output), the regression coefficient for the indirect effect of X2 on Y2 through Y1 is 0.150, and the total effect is 0.201. With this, it can be seen that the indirect effect is greater than the direct effect. Judging from the P value, the indirect effect of X2 on Y2 through Y1 is 0.048. Because the value is less than 0.05, it can be concluded that the significant work motivation variable mediates the effect of the work

environment on job satisfaction. From the Total Effect output, it is known that the effect of X2 on Y2 is not significant ($0.080 > 0.05$), so there is a full mediating *effect*.

The conclusion for testing the effect of the mediating variable is as follows:

1. Work motivation significantly mediates the effect of organizational commitment on job satisfaction. This is based on the Indirect effect test; the P value is less than 0.05 ($0.025 < 0.05$).
2. Work motivation significantly mediates the effect of the work environment on job satisfaction. Based on the Indirect effect test; the P value is less than 0.05 ($0.048 < 0.05$).

4.2 Discussion

a. The Direct Effect of Organizational Commitment (X1) on Work Motivation (Y1)

Based on the study's results, it is known that organizational commitment has a positive and significant effect on the work motivation of employees of the Directorate General of Foreign Trade, Ministry of Trade. This result is under previous research, which states that organizational commitment has a positive and significant effect on work motivation (Prasetyaningrum, 2020) (Suyono et al., 2021). The better the organizational commitment, the higher the work motivation. Based on the loading factor value for the organizational commitment variable, the highest value is the normative commitment dimension on the loyalty indicator item that must be given in terms of employees having to build themselves to continue to work better. Meanwhile, based on the loading factor value for the work motivation variable, the most dominant item is the dimension of social needs on the item indicator of the need to work in groups in terms of good working relationships with co-workers in the organization of the Directorate General of Foreign Trade. From these results, it can be concluded that the Directorate General of Foreign Trade has made policies in order to implement its organizational commitment, especially for its normative commitment, in this case, providing good education and training to its employees, for example, primary education and training, pre-service education and training and others. So on to build the soul and spirit of its employees to continue to work well where this affects significantly the work motivation of employees to continue to work well.

b. The Influence of the Work Environment (X2) Directly on Work Motivation (Y1)

Based on the study's results, it is known that the work environment has a positive and significant effect on work motivation for employees of the Directorate General of Foreign Trade, Ministry of Trade. These results are consistent with previous research, which states that the work environment has a positive and significant effect on work motivation (Munawaroh, I., 2018) (Nurhasanah, S., 2018) (Suifan, 2019) (Jasmine and Edalmine, 2020) (Suyono et al. .al., 2021). The better the work environment, the higher the work motivation. Based on the loading factor value for the work environment variable, the most dominant item is the dimension of the physical work environment on the workspace indicator item in terms of equipment and lighting in the workspace that is already good and adequate. Meanwhile, based on the loading factor value for the work motivation variable, the most dominant item is the dimension of social needs on the item indicator of the need to work in groups in terms of good working relationships with co-workers in the organization of the Directorate General of Foreign Trade. The Directorate General of Foreign Trade has made efforts to create a good working environment, both physical and non-physical. In the physical work environment, efforts have been made to create and provide comfortable workspaces, equipment, equipment, and lighting so that it

dramatically affects employees' work motivation, and this is evidenced by continuously every year to provide a budget for renovation or repair of the room. The work of each echelon II unit within the Directorate General of Foreign Trade provides adequate work equipment and equipment. As for the non-physical work environment, the Directorate General of Foreign Trade has held programs and activities in order to maintain good relations between superiors and subordinates as well as among fellow employees in the form of gathering, outbound, and other activities held within the scope of each echelon II unit as well as the scope of Echelon I of the Directorate General of Foreign Trade, where it certainly affects the work motivation of employees to continue to work well. This result is under previous research, which states that the work environment has no significant effect on job satisfaction (Wibiseno and Dewi, 2018).

c. Direct Effect of Organizational Commitment (X1) on Job Satisfaction (Y2)

Based on the study's results, it is known that organizational commitment has no significant effect on job satisfaction for employees of the Directorate General of Foreign Trade, Ministry of Trade. These results are consistent with previous research, which states that organizational commitment has no significant effect on job satisfaction (Prasetyaningrum, 2020) (Ratnasari et al., 2020) and (Kambey et al., 2016). Therefore, based on the loading factor value for the organizational commitment variable, the lowest item is the organizational continuance commitment of the Directorate General of Foreign Trade in providing reasonable salary compensation and benefits that encourage employees to remain in the organization. As for the loading factor value for the job satisfaction variable, the lowest item is the work itself in terms of not having any objections to the workload given to current employees.

d. Direct Effect of Work Environment (X2) on Job Satisfaction (Y2)

Based on the study's results, it is known that the work environment has no significant effect on job satisfaction for employees of the Directorate General of Foreign Trade, Ministry of Trade. This result is under previous research, which states that the work environment has no significant effect on job satisfaction (Wibiseno and Dewi, 2018). Based on the loading factor value for the work environment variable, the lowest item is the physical work environment in terms of workspace design that provides comfort in carrying out work activities. Adapun berdasarkan nilai loading factor untuk variabel kepuasan kerja, item yang paling rendah adalah pekerjaan itu sendiri dalam hal tidak merasa keberatan terhadap beban pekerjaan yang diberikan kepada pegawai saat ini.

e. The Direct Effect of Work Motivation (Y1) on Job Satisfaction (Y2)

Based on the results of the study, it is known that work motivation has a positive and significant effect on job satisfaction for employees of the Directorate General of Foreign Trade, Ministry of Trade. These results are consistent with previous research which states that work motivation has a positive and significant effect on job satisfaction (Iswanda, 2017) (Hakim and Muhdi, 2019) (Jasmine and Edalmine, 2020) (Prasetyaningrum, 2020). Based on the loading factor value for the work motivation variable, the highest value indicator item is the dimension of social needs on the indicator item for the need to work in groups in terms of good working relationships with fellow co-workers in the organization of the Directorate General of Foreign Trade. Meanwhile, based on the loading factor value for the job satisfaction variable, the most dominant item is the supervisor's supervision in terms of the superior always providing the opportunity to submit ideas or input that may be useful in supporting the achievement of work programs.

f. Indirect Effect of Organizational Commitment (X1) on Job Satisfaction (Y2) with Work Motivation (Y1) as Intervening Variable

Based on the results of the study, it is known that work motivation significantly mediates the effect of organizational commitment on job satisfaction for employees of the Directorate General of Foreign Trade, Ministry of Trade. These results are consistent with previous research which states that work motivation significantly mediates the influence of organizational commitment factors on job satisfaction (Prasetyaningrum, 2020).

g. Indirect Effect of Work Environment (X2) on Job Satisfaction (Y2) with Work Motivation (Y1) as Intervening Variable

Based on the results of the study, it is known that work motivation significantly mediates the effect of the work environment on job satisfaction. This result is in accordance with previous research which stated that work motivation significantly mediates the effect of work environment factors on job satisfaction (Suifan, 2019) (Jasmine and Edalmine, 2020).

V. Conclusion

Based on the results of research and discussion in previous chapters, several conclusions were obtained as follows: 1) Organizational commitment has a positive and significant effect on work motivation of employees of the Directorate General of Foreign Trade, Ministry of Trade. This means that the better organizational commitment at the Directorate General of Foreign Trade will be followed by an increase in the work motivation of the employees of the Directorate General of Foreign Trade. 2) The work environment has a positive and significant effect on work motivation for employees of the Directorate General of Foreign Trade, Ministry of Trade. This means that the work environment is getting better at the Directorate General of Foreign Trade, it will be followed by an increase in the work motivation of the employees of the Directorate General of Foreign Trade. 3) Organizational commitment has no significant effect on job satisfaction for employees of the Directorate General of Foreign Trade, Ministry of Trade. 4) The work environment has no significant effect on job satisfaction for employees of the Directorate General of Foreign Trade, Ministry of Trade. 5) Work motivation has a positive and significant effect on job satisfaction for employees of the Directorate General of Foreign Trade, Ministry of Trade. This means that the employee's work motivation is getting better at the Directorate General of Foreign Trade, it will be followed by an increase in job satisfaction of the employees of the Directorate General of Foreign Trade. 6) Work motivation significantly mediates the effect of organizational commitment on job satisfaction. 7) Work motivation significantly mediates the effect of work environment on job satisfaction.

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