
THE INFLUENCE OF INTRINSIC MOTIVATION, NON-PHYSICAL WORK ENVIRONMENT, AND ORGANIZATIONAL CULTURE ON JOB SATISFACTION AND ITS IMPACT ON WORK COMMITMENT

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ABSTRACT

This study aims to determine and analyze the influence of intrinsic motivation, non-physical work environment and organizational culture on job satisfaction and their impact on the organizational commitment of non-government employees at the Ministry of Manpower RI Head Office. The method used in this study is quantitative. The types of data used in this research are primary and secondary. The population used in this study were Government Employees, Non-Civil Servants at the head office of the Ministry of Manpower of the Republic of Indonesia, totaling 416 employees. The results of this study indicate that this study highlights the crucial importance of intrinsic motivation, the non-physical work environment, and organizational culture in shaping job satisfaction and organizational commitment among PPNPN employees. Specifically, intrinsic motivation significantly impacts job satisfaction and organizational commitment, while the non-physical work environment and organizational culture play significant roles in enhancing job satisfaction. Furthermore, job satisfaction itself emerges as a key driver of organizational commitment, emphasizing its significance within the Ministry of Manpower of the Republic of Indonesia, job satisfaction, work commitment.

Keywords: intrinsic motivation, work environment, organizational culture, job satisfaction, work commitment.

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INTRODUCTION

Human resources are a central factor in managing an organization. Competent human resources with good performance can support organizational success. On the other hand, incompetent and underperforming human resources are a competitive problem that can put the company at a loss. Achieving the goals of an organization requires human resources as system managers. For this system to work, its management must pay attention to several important aspects such as leadership, motivation, competence, work environment, performance and other aspects. This will make human resource management an important indicator of achieving organizational goals effectively and efficiently.

The first component of organizational architecture, human resource management (HRM), is a process by which an institution selects, develops and motivates people to achieve its mission. Human resources (HR) is the basic capital of a company or organization. A company's size and ups and downs are determined mainly by the condition of the human resources in the place concerned. Suppose a company or organization wants to progress. In that case, it must strive for its human resources to perform according to the company's or organization's expectations and goals. Employee performance in a company is influenced by many factors, including the work environment, job

descriptions and responsibilities, vision, mission and organizational culture, communication systems and how leaders work, training and self-development, and bonuses and incentives.

If utilized effectively and efficiently, potential human resources will be useful to support the company's movement (Wee, 2018). It is proven that companies that survive have reliable human resources and good performance. As said, one of the most important factors that can determine an organization's success or failure is the human resource factor (Agustini, 2019).

Job satisfaction is the overall result of the degree of liking or dislikes for various aspects of work (Siregar, 2015). The degree of job satisfaction can have positive or negative impacts. When the degree of employee satisfaction increases, it will increase productivity, work performance, reduce absenteeism and labor turnover. High job satisfaction shows that it greatly influences positive and dynamic working conditions, thus providing real benefits for both the organization and the employees (Dengo et al., 2023).

Employees who are satisfied with their work can be seen from the completion of tasks on time, employees are more proactive in coordinating with other fields related to their work, getting the opportunity to be promoted is an opportunity that gets when employees show good work progress at work, people who are satisfied with their work will make work as a priority, takes precedence over personal interests that are not related to work, for example finishing work first before hanging out casually enjoying coffee with other employees. His work can meet the needs that are fulfilled by economic needs with a salary. At least some positive variables that influence job satisfaction, namely the type of work itself, salary or pay, opportunities for promotion, and relationships with superiors and co-workers, can be fulfilled properly so that satisfaction will impact organizational commitment.

Most existing ministries have undergone various changes, including merging, separating, and changing names, either temporarily or permanently. The Ministry of Manpower (Kemnaker) is no exception. The history of the Ministry of Manpower began when the preparatory committee for Indonesian independence established the number of ministries on August 19, 1945. Initially, no specific ministry dealt with labor issues, and all tasks and functions related to labor issues were still under the Ministry of Social Affairs.

It was only on July 3, 1947, that a Ministry of Labor was established, and through Government Regulation Number 3 of 1947, dated July 25, 1947, the main tasks of the Ministry of Labor were established. Social affairs duties to the Ministry of Labor and Social Affairs.

In the government of the United Republic of Indonesia (RIS), the organization of the Ministry of Labor no longer covered social affairs and its organizational structure was based on the Regulation of the Minister of Labor No. 1 of 1950 after the United Republic of Indonesia was dissolved, the organizational structure of the Ministry of Labor was refined again by Regulation of the Ministry of Labor No. 1 of 1951. This regulation has begun to show the completeness of the organizational structure of the Ministry of Labor which includes the organizational structure of the Ministry of Labor which includes the organizational structure down to the regional level with clear job descriptions.

The naming of the Ministry of Manpower and Transmigration (Kemnakertrans) continued to be used during the Gotong Royong, United Indonesia and United Indonesia II cabinets, only since the Working Cabinet in 2014. The Ministry of Manpower and Transmigration changed its name to the Ministry of Manpower of the Republic of Indonesia or Kemnaker.

Organizational commitment is the nature of the relationship between individuals and work organizations, where individuals have self-confidence in the values and goals of the work organization, there is a willingness to use their efforts seriously for the benefit of the work organization and have a strong desire to remain part of the work organization (Yanto & Jaenab, 2020). In this case, the individual identifies himself with a particular organization where the individual works and hopes to become a member of the work organization to participate in realizing the goals of the work organization. Organizational commitment is a state or a level where employees believe and accept company goals and will remain in the company (Rahmawati & Juwita, 2019). Employee commitment to a company or organization is very important; when employees are committed, they will be willing to carry out the company's interests compared to their interests.

Several studies have found that organizational commitment is still lacking in several organizations, especially in government organizations, as evidenced by the results of previous research, which showed that the organizational commitment of Civil Servants at the East Kalimantan Provincial Forestry Service still has 34% which is categorized as low (Kurnia, 2013). In addition, there are also Civil Servants of the Population and Civil Registration Office of the City of Bekasi who have been dismissed from their positions due to their involvement in some violations of the code of ethics (Ruslan, 2013), as well as employees who commit disciplinary action by not coming to work for 40-60 consecutive days. Apart from organizational commitment, organizational culture can also foster organizational commitment. According to Cartwright, culture is a strong determinant of people's beliefs, attitudes and behavior, and its influence can be measured through how people are motivated to respond to their cultural environment (Wibowo, 2014). On that basis, Cartwright defines culture as an organized collection of people who share the same goals, beliefs and values and can be measured in terms of their influence on motivation.

The research gap in this study is the discovery of differences between the results of previous studies regarding the effect of intrinsic motivation, non-physical work environment and organizational culture on organizational commitment. Some research results show different results related to the influence of the relationship between these variables.

Table 1. Previous Research

Research Gaps	Previous Research Results
There needs to be more consistency in the research results on the effect of intrinsic motivation on organizational commitment.	• Intrinsic motivation has a positive and significant effect on organizational commitment (Rahmat Triadi et al., 2019) • Intrinsic motivation harms organizational commitment (Rahayu & Irfan, 2021)
There needs to be more consistency in the research results on the influence of the non-physical work environment on organizational commitment.	• The non-physical work environment positively and significantly affects organizational commitment (Syahrida Hafni, 2018). • The non-physical work environment harms organizational commitment (Indah Puspita, 2020)
There needs to be more consistency in the research results on the influence of organizational culture on organizational commitment.	• Organizational culture has a positive and significant effect on organizational commitment (Pudji & Sugito Efendi, 2022) • Organizational culture harms organizational commitment (Nurcahya, 2019)

After looking at previous studies of several variables used in the study, showing research gaps in Table1, which were inconsistent (inconsistency) in research results that still showed mixed results, to get more accurate and up-to-date research results, the researcher was interested in doing more research. Continue to return to the Head Office of the Ministry of Manpower of the Republic of Indonesia with data following current conditions. In this research, development was carried out from the variables studied, the research object, and the year of research.

In addition, in this study, researchers chose and observed job satisfaction as an intervening variable to renew research that has been done a lot because job satisfaction is often said to influence organizational commitment. Job satisfaction includes several things, such as satisfaction with salary and wages, colleagues, and working conditions. When someone is satisfied, they will tend to be more loyal and maintain a positive attitude towards their work, which affects employee commitment to the organization. Therefore, the amount of job satisfaction will also affect the amount of organizational commitment.

After conducting interviews with the HR department at the RI KEMNAKER Head Office, it was found that the organizational commitment of Non-Civil Servants at the RI KEMNAKER Head Office had decreased. This was reinforced by VAT entry and exit data which had increased from 2020 to 2022 as follows:

Table 2. VAT Turnover Data at the RI Ministry of Manpower Headquarters

Year	Number of employees				Turnover (%)
	At the beginning of the year	Enter	Go out	End of year	
2020	452	23	37	438	3.15
2021	438	16	26	428	2.31
2022	428	19	31	416	2.84

Source: HR, RI Ministry of Manpower (2022)

Based on tTable2, the percentage of the VAT turnover rate at the RI KEMNAKER Head Office has increased from 2020 to 2022. Most of the PPNPNs that have been issued have worked for approximately five years. Based on the results of interviews with HR, several reasons for PPNPN leaving the institution were obtained, namely because they had been accepted to work at another company, PPNPN felt that there was no award given to him, PPNPN's achievements had decreased, and he felt that his career was not developing. In addition, there were complaints from PPNPN regarding relations with leaders who needed to be more supportive in carrying out work, especially regarding decision-making.

The researchers also interviewed ten non-government employees at the Indonesian Ministry of Manpower Headquarters on January 17, 2023. The results showed that employees felt they did not have a bond with their current organization by interpreting the organization as a place to make money. Employees also said they were not afraid if they lost their jobs because they felt that outside the RI Ministry of Manpower, there was still much work. In addition, the employee says that if offered another job that is better than his current one, the employee is willing to leave the agency. In addition, employees also say that the reason employees stay in the organization is based on needs that need to be fulfilled and not because they feel they have a debt of gratitude to their organization employees say that continuing to stay in the organization is not mandatory, employees may leave

what organization if the employee wants it. Based on the existing explanations, the researcher indicated that VAT at the RI KEMNAKER Head Office needed more organizational commitment.

The results of another interview from researchers on VAT at the Head Office of the Ministry of Manpower of the Republic of Indonesia, namely, the problem related to organizational commitment is the lack of employees' sense of belonging to the organization. Employee involvement in an organization shows a person's strong desire to continue working for an organization or company, but according to information provided by the HR division at the Ministry of Manpower RI Head Office, employees are not involved in various decision-making or policies, so this causes a sense of belonging (sense of ownership). Employee belonging to the organization needs to be higher.

Research related to organizational commitment still needs to be developed further because even though in previous studies it was said that organizational commitment in several companies and organizations had shown a high level, as was obtained from Wahyuadianto's research (2010) respondents who had a moderate level of commitment were 55% at a strong level of 27% and a weak level of 18%. There still needs to be more individuals who have aspects of organizational commitment; the same is the case with organizational commitment in the government environment.

In this globalization era, the government of the Republic of Indonesia and its people are required to be able to compete with other developed countries. Therefore, individuals within the organization that carry out the governance structure must have the same goals as the Republic of Indonesia. Employees with low commitment will hinder the achievement of organizational goals because employees will tend to prioritize their interests rather than the interests of the organization. Other opinions also say that employees with high commitment will positively impact the organization, such as increasing productivity, quality of work, job satisfaction, and reducing delays in arriving at the office. This statement shows that high organizational commitment to employees is very important (Muis et al., 2018).

Based on the background above, this study aims to determine and analyze the Influence of Intrinsic Motivation, Non-Physical Work Environment and Organizational Culture on Job Satisfaction and their impact on the Organizational Commitment of Government Employees Non Civil Servants at the RI Ministry of Manpower Headquarters. It is hoped that this research can make employees at the Office of the Ministry of Manpower of the Republic of Indonesia, the public and users of this research understand the benefits and importance of the role of intrinsic motivation, non-physical work environment, organizational culture, job satisfaction and organizational commitment so that the goals are quickly achieved as which are expected.

METHODS

The method used in this study is quantitative. The types of data used in this research are primary and secondary. The population used in this study were Government Employees, Non-Civil Servants at the head office of the Ministry of Manpower of the Republic of Indonesia, totaling 416 employees. The sample in this study is a Non-Civil Servant Government Employee (PPNPN) at the Office of the Ministry of Manpower of the Republic of Indonesia. This study used data collection techniques using a questionnaire in the form of a questionnaire. This study uses analytical techniques, namely descriptive analysis and inferential analysis.

RESULTS AND DISCUSSION**Evaluation of SEM Assumptions****Data normality test**

Univariate normality in multivariate was evaluated using the AMOS 22 program; if kurtosis and skewness values were obtained at intervals of -2.58 to 2.58, it could be concluded that the data were normally distributed. The data normality test can be seen as follows:

Table 3. Assessment of normality (Group number 1)

Variables	min	max	skew	cr	kurtosis	cr
BO4	2,000	4,000	-.228	-1,130	-.604	-1,499
BO3	2,000	4,000	.034	.171	-.142	-.353
BO2	2,000	4,000	.003	.013	-.235	-.584
BO1	2,000	4,000	.241	1,197	.556	1,381
KO3	2,000	4,000	.005	.025	-.108	-.268
KO2	2,000	4,000	.122	.604	.383	.952
KO1	2,000	4,000	.073	.364	.179	.445
KK5	2,000	4,000	.217	1,077	.184	.458
KK4	2,000	4,000	.093	.463	.322	.800
KK3	2,000	4,000	.035	.175	.281	.697
KK2	2,000	4,000	.090	.446	.495	1,228
KK1	2,000	4,000	.206	1,023	.592	1,470
LK5	2,000	4,000	.214	1,064	.381	.947
LK4	2,000	4,000	.265	1,316	.753	1870
LK3	2,000	4,000	.250	1,240	.338	.839
LK2	2,000	4,000	.112	.554	.306	.760
LK1	2,000	4,000	.498	2,472	.593	1,472
MI3	2,000	4,000	.098	.486	.674	1673
MI2	2,000	4,000	.040	.199	.061	.152
MI1	2,000	4,000	.308	1,531	.366	.910
Multivariate					12,276	2,517

Source: AMOS Calculation Results, 2023

Table 3 obtained mark skewness And kurtosis in the range of -2.58 up to you 2.58. Moreover, the car value in the multivariate is 2.517, in the range of ± 2.58 , so the research data is normally distributed and can be analyzed using structural equation modeling (SEM).

Evaluation of Outliers**Table 4. Mahalanobis d-squared**

Observation number	Mahalanobis d-squared	p1	p2
26	33,235	.032	.992
146	32,629	.037	.975
102	32,578	.038	.919
136	31,863	.045	.902
147	31,691	.047	.825
9	31,186	.053	.798
66	30,674	.060	.785

Observation number	Mahalanobis d-squared	p1	p2
129	30,261	.066	.763
73	30,209	.067	.657
19	30,188	.067	.533
16	30,155	.067	.413
86	30,112	.068	.308
101	30,095	.068	.213
74	29,905	.071	.173
67	29,418	.080	.204
46	29,115	.086	.198
125	28,481	.098	.289
82	28,150	.106	.304
98	27,974	.110	.273
148	27,904	.112	.215
18	27,785	.115	.179
121	27,732	.116	.133
94	27,721	.116	.090
135	27,581	.120	.076
133	27,456	.123	.062
20	27,013	.135	.095
141	26,774	.142	.099
144	26,725	.143	.073
40	25,787	.173	.259
107	25,721	.175	.218
68	25,492	.183	.233
8	25,379	.187	.211
43	25,302	.190	.179
113	25,274	.191	.139
4	25,236	.193	.107
90	24,907	.205	.147
120	24,858	.207	.118
3	24,803	.209	.095
44	24,528	.220	.121
80	24,357	.227	.125
38	24,249	.232	.114
21	24,021	.241	.135
91	24,021	.241	.099
114	23,614	.260	.170
2	23,577	.261	.139
110	23,399	.270	.150
106	23,318	.273	.134
79	23,262	.276	.112
111	23,235	.277	.087
61	23,026	.288	.105

Observation number	Mahalanobis d-squared	p1	p2
65	22,928	.292	.097
122	22,922	.293	.071
57	22,670	.305	.097
78	22,245	.327	.188
42	22,230	.328	.150
145	22,197	.330	.122
55	22.102	.335	.115
62	22,092	.336	.087
6	21,861	.348	.115
83	21,846	.349	.089
137	21,751	.354	.083
47	21,751	.354	.061
99	21,751	.354	.043

Source: AMOS Calculation Results, 2023

Based on tTable4, it can be seen that there are no Mahalanobis values above 45.315 (maximum distance of 33.235), so it can be concluded that there are no *outliers* in the research data used.

Hypothesis test

Hypothesis testing was carried out to determine whether or not the independent variables affected the dependent variable. The hypothesis is accepted if the CR value is above 1.96 and the probability value (P) < 0.05. The results of hypothesis testing can be seen in the table below.

Table 5. Regression Weights: (Group number 1 - Default model)

			Estimates	SE	CR	P	Label
job satisfaction	<---	Intrinsic motivation	.678	.320	2.119	.034	par_14
job satisfaction	<---	Non physical work environment	.368	.145	2,540	.011	par_15
job satisfaction	<---	organizational culture	.205	.081	2,523	.012	par_16
organizational commitment	<---	Intrinsic motivation	.911	.459	1985	.047	par_17
organizational commitment	<---	Non physical work environment	.170	.196	.869	.385	par_18
organizational commitment	<---	organizational culture	.102	.106	.957	.339	par_19
organizational commitment	<---	job satisfaction	.603	.172	3,514	***	par_20

Source: AMOS Calculation Results, 2023

For Testing Hypotheses 7, 8, and 9 were tested using the mediation test (Sobel Test). The Sobel test determines whether the independent variable has an indirect effect on the dependent variable through the intervening variable. In addition, the Sobel test is used to test the ability of intervening variables to become mediators in the research framework model. If the t count value > t table value,

it can be concluded that there is a mediating effect. By using the Sobel test formula in the chapter, the following results are obtained:

Table 6. Sobel test

Track	Connection	Path Coefficient		Indirect influence	Standard Error			t _{count}	t _{table}	Conclusion
		a	b		Direct	Indirect	Sat			
MI-KK-KO	MI - KK	0.234		0.104	0.320		0.047	2,21	1.98	Significant
	KK - KO		0.445			0.172				
LK-KK-KO	LK - KK	0.315		0.140	0.145		0.068	2.05	1.98	Significant
	KK - KO		0.445			0.172				
BO-KK-KO	BO - KK	0.263		0.117	0.081		0.038	3.07	1.98	Significant
	KK - KO		0.445			0.172				

Source: Data processed from AMOS 2023 calculation results

Based on the hypothesis test above, the following shows the recapitulation of the results of the research hypothesis test, which can be seen in the following table:

Table 7. Recapitulation of Hypothesis Testing Results

hypothesis	Accepted/R ejected	Information
Intrinsic motivation positively and significantly affects PPNNP job satisfaction at the RI Ministry of Manpower's head office.	Accepted	CR value of 2.119 and a significance value of 0.034.
the non-physical work environment positively and significantly affects PPNNP job satisfaction at the RI Ministry of Manpower's head office.	Accepted	CR value of 2.540 and a significance value of 0.011.
Organizational culture positively and significantly affects PPNNP job satisfaction at the RI Ministry of Manpower Headquarters.	Accepted	CR value of 2.523 and a significance value of 0.012.
Intrinsic motivation directly has a positive and significant effect on the organizational commitment of PPNNP at the Head Office of the Ministry of Manpower of the Republic of Indonesia.	Accepted	CR value of 1.985 and a significance value of 0.047.
the non-physical work environment directly has a positive and significant effect on the organizational commitment of PPNNP at the RI Ministry of Manpower's head office	Rejected	CR value of 0.869 and a significance value of 0.385.
Organizational culture directly has a positive and significant effect on the organizational commitment of PPNNP at the Head Office of the Ministry of Manpower of the Republic of Indonesia	Rejected	CR value of 0.957 and a significance value of 0.339.
Intrinsic motivation indirectly has a significant effect on the organizational commitment of PPNNP at the KEMNAKER RI head office through job satisfaction	Accepted	t count value of 2.21 (greater than 1.98)
the non-physical work environment indirectly significantly affects the organizational commitment of PPNNP at the KEMNAKER RI head office through job satisfaction.	Accepted	t count value of 2.05 (greater than 1.98)
Organizational culture indirectly has a significant effect on the organizational commitment of PPNNP at the KEMNAKER RI head office through job satisfaction	Accepted	t count value of 3.07 (greater than 1.98)

Job satisfaction directly has a positive and significant effect on the organizational commitment of PPNPN at the Head Office of the Ministry of Manpower of the Republic of Indonesia.	Accepted	the CR value is 3.514, and the significance value is *** (0.000).
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Source: Processed data, 2023

Intrinsic motivation directly has a positive and significant effect on job satisfaction.

The results of data analysis in this study show that intrinsic motivation directly has a positive and significant influence on PPNPN job satisfaction at the RI Ministry of Manpower's headquarters. Intrinsic motivation refers to internal drives from the individual, such as personal satisfaction, personal achievement, self-development, and a sense of responsibility toward work. Job satisfaction is the positive feelings experienced by individuals regarding their work, including aspects such as the work environment, recognition, rewards, development opportunities, and work-life balance.

In this study, the analysis results show that intrinsic motivation positively and significantly influences PPNPN job satisfaction at the RI Ministry of Manpower's headquarters. This can be interpreted that the higher the intrinsic motivation PPNPN feels, the higher the level of job satisfaction.

The results of this study align with previous research concluded that motivation has a positive and significant effect on the job satisfaction of Bank BTN employees at the Jakarta Kuningan branch office (Sugiyono & Rahajeng, 2022). This is also in line with previous research, which states that there is a positive and significant effect of intrinsic motivation on the job satisfaction of the Bantul Population and Registration Service Employees (Khazamah et al., 2021). These findings provide information that increasing PPNPN's intrinsic motivation by building good relations with co-workers can encourage employees to be enthusiastic in facing task challenges increasing job satisfaction, increasing creativity and loyalty and increasing agencies so that PPNPN can be more professional in providing services.

The non-physical work environment directly positively and significantly affects job satisfaction.

The results of data analysis in this study show that the non-physical work environment directly has a positive and significant influence on PPNPN job satisfaction at the RI Ministry of Manpower's headquarters. These findings indicate that the non-physical work environment employees feel positively and significantly influences job satisfaction at the Ministry of Manpower RI head office.

The non-physical work environment includes organizational policies, internal communication, work culture, recognition and appreciation, organizational fairness, supervisor support, and career development opportunities. A good work environment, in this case, is expected to increase PPNPN job satisfaction.

The analysis results show that the non-physical work environment positively and significantly influences PPNPN job satisfaction at the RI Ministry of Manpower's head office. This means that factors such as fair policies, effective communication, positive work culture, adequate recognition and appreciation, supervisor support, and good career development opportunities collectively contribute to job satisfaction in PPNPN.

These findings imply that the management of the Ministry of Manpower of the Republic of Indonesia needs to pay attention to and improve the non-physical work environment in order to support PPNPN job satisfaction. Implement fair and transparent policies to ensure employees feel

treated fairly and have equal opportunities. Improve internal communication by holding regular meetings, providing effective communication channels, and providing constructive feedback. Build a positive work culture by promoting collaboration, team support and recognition of individual and team achievements. Provide appropriate training and career development to help PPNPNs improve their skills and achieve their career goals. Provide adequate supervisor support and guidance, including constructive feedback and clear directions. These findings support the results of previous research, which concluded that the non-physical work environment affects employee job satisfaction at PT. PLN (Persero) in the South Sumatra Region (Rivalita & Ferdian, 2020).

Organizational culture has a direct and significant positive effect on job satisfaction.

The results of data analysis in this study show that organizational culture directly has a positive and significant influence on PPNPN job satisfaction at the RI Ministry of Manpower Headquarters. The results of this study indicate that an organizational culture that has a clear mission, and consistent values, involve employees in decision-making, and encourages adaptability, can contribute positively to employee job satisfaction.

Organizational culture, as measured by indicators of mission, consistency, involvement, and adaptability, has a positive and significant effect on job satisfaction. The study results show that these factors are interrelated with employee job satisfaction. Research shows that when employees feel connected to the organization's mission and believe that their work has meaning and contributes significantly to achieving that mission, they tend to have higher levels of job satisfaction. In this study, it was found that the consistency of organizational culture has a positive influence on job satisfaction. This study's results align with previous research which concluded that organizational culture had a positive and significant effect on job satisfaction (Sugiyono & Rahajeng, 2022).

Intrinsic motivation directly has a positive and significant effect on organizational commitment.

The results of data analysis in this study indicate that intrinsic motivation directly has a positive and significant influence on the organizational commitment of PPNPN at the RI Ministry of Manpower's headquarters. This means the higher the intrinsic motivation PPNPNs feel, the higher their commitment to the organization.

High intrinsic motivation tends to affect strong organizational commitment. Encouraging the form of motivation in the company will increase employees' commitment to continue working at the company. This is in line with previous research, which found an effect of work motivation on organizational commitment (Rumangkit & Haholongan, 2019). This means that the better the work motivation, the higher the employee's commitment.

The non-physical work environment has a positive but insignificant effect on organizational commitment.

The results of data analysis in this study indicate that the non-physical work environment directly has a positive but not significant effect on the organizational commitment of PPNPN at the RI Ministry of Manpower Headquarters.

The study results show a positive but insignificant effect between the non-physical work environment and the organizational commitment of PPNPN, indicating a weaker effect or high data variability. Although there is a positive effect, this cannot be said to be a statistically significant effect. Further research may be needed with a larger sample or a different context to evaluate the in-depth impact of the non-physical work environment.

Even though the influence of the non-physical work environment is not statistically significant on the organizational commitment of PPNPN at the KEMNAKER RI head office, attention to these factors is still important. Organizational management can pay attention to aspects of the non-physical work environment to build a positive culture, increase supportive management policies, and strengthen effective leadership. These efforts can help create a more fulfilling work experience and increase organizational commitment.

The results of this study are different from previous studies, which found that the work environment has a significant effect on the job satisfaction of PLTGU Muara Tawar Project employees. (Marcelia et al., 2022) . However, these results align with other studies that conclude that the work environment has a positive but insignificant effect on organizational commitment (Rumoning, 2018).

Organizational culture directly has no significant positive effect on organizational commitment.

The results of the data analysis in this study indicate that organizational culture directly has a positive but not significant effect on the organizational commitment of PPNPN at the Head Office of the Ministry of Manpower of the Republic of Indonesia. Although the research results show that organizational culture has a positive but insignificant effect on organizational commitment, this indicates that other factors or interactions with other factors may play a more dominant role in shaping organizational commitment.

The finding that organizational culture has a positive but insignificant effect on organizational commitment indicates an effect, but it cannot be considered a statistically consistent effect. Although individuals may have positive perceptions of organizational culture, other factors such as job satisfaction, motivation, and work environment may dominate organizational commitment.

This study's results align with previous research, which concluded that organizational culture has a positive and insignificant effect on the organizational commitment of Padang Panjang City Government Employees (Nurhaida, 2019). However, these findings differ from previous studies, which state that organizational culture has an influence and is significant on employees' organizational commitment in the South Jakarta DGT Office (Endarsih & Efendi, 2022).

Intrinsic motivation indirectly positively and significantly affects organizational commitment through job satisfaction.

Furthermore, the study results show that intrinsic motivation indirectly positively affects PPNPN organizational commitment at the Ministry of Manpower RI head office through job satisfaction.

Research shows that intrinsic motivation can affect organizational commitment through job satisfaction. If PPNPNs at the KEMNAKER RI head office feel intrinsically satisfied with their work, this can increase their job satisfaction. High job satisfaction then acts as a mediating mechanism that links intrinsic motivation with organizational commitment. That is, high job satisfaction is a factor that influences the organizational commitment of PPNPNs at the KEMNAKER RI head office, which arises from their intrinsic motivation.

The non-physical work environment indirectly positively and significantly affects organizational commitment through job satisfaction.

The results showed that the non-physical work environment indirectly had a significant positive effect on the organizational commitment of PPNPN at the KEMNAKER RI head office through job

satisfaction. A positive work environment, such as a supportive organizational culture, fair management policies, and effective leadership, can create work experiences that meet individual needs and expectations. This can increase job satisfaction, which in turn will contribute to stronger organizational commitment.

Organizational culture indirectly positively and significantly affects organizational commitment through job satisfaction.

The results showed that organizational culture indirectly had a significant positive effect on the organizational commitment of PPNNP at the KEMNAKER RI head office through job satisfaction.

The results of this study indicate that job satisfaction is a mediator between organizational culture and organizational commitment. This means that positive organizational culture influences PPNNP job satisfaction levels, contributing to higher levels of commitment to the organization. An organizational culture that encourages involvement, support and appreciation of VAT tends to create higher job satisfaction. This study shows that organizational culture influences organizational commitment through job satisfaction. Good organizational culture creates a work environment that meets the needs and expectations of PPNNP, thereby increasing job satisfaction and commitment to the organization.

This finding aligns with the previous conclusion that organizational culture has an influence and is significant on the organizational commitment of employees in the South Jakarta DGT Office, showing job satisfaction as a variable of intervening (Nurhaida, 2019).

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

The results of the data analysis in this study indicate that job satisfaction directly has a positive and significant influence on the organizational commitment of PPNNP at the RI Ministry of Manpower Headquarters. Several factors can explain the positive relationship between job satisfaction and organizational commitment. When individuals feel satisfied with their jobs, they tend to have a more positive attitude toward their organization. Job satisfaction can create a stronger attachment to the organization, increase motivation to contribute, and strengthen loyalty. This study's results align with research conducted by Pudji and Sugito Efendi (2022), which concluded that job satisfaction has a significant and significant effect on employee organizational commitment in South Jakarta DGT Office.

CONCLUSION

The conclusions of the research on the ten hypotheses are as follows: 1) Intrinsic motivation has a positive and significant influence on PPNNP job satisfaction at the RI Ministry of Manpower's headquarters. The higher the intrinsic motivation, the higher the level of job satisfaction. 2) The non-physical work environment positively and significantly influences PPNNP job satisfaction at the RI Ministry of Manpower's head office. Good internal communication and constructive feedback can increase job satisfaction. 3) Organizational culture positively and significantly influences PPNNP job satisfaction at the KEMNAKER RI head office. An organizational culture that is clear, consistent, involves VAT and encourages adaptability contributes positively to employee job satisfaction. 4) Intrinsic motivation has a positive and significant influence on the organizational commitment of PPNNP at the head office of the Ministry of Manpower of the Republic of Indonesia. High intrinsic motivation can also increase attachment, loyalty, and active participation in achieving organizational

goals. 5) The non-physical work environment has a positive but insignificant influence on the organizational commitment of PPNNP at the RI Ministry of Manpower's head office. 6) Organizational culture has a positive but insignificant influence on the organizational commitment of PPNNP at the KEMNAKER RI head office. 7) Intrinsic motivation has a positive and significant effect on the organizational commitment of PPNNP at the KEMNAKER RI head office through job satisfaction. 8) The non-physical work environment has a positive and significant effect on the organizational commitment of PPNNP at the KEMNAKER RI head office through job satisfaction. 9) Organizational culture has a positive and significant effect on the organizational commitment of PPNNP at the KEMNAKER RI head office through job satisfaction. 10) Job satisfaction has a positive and significant influence on the organizational commitment of PPNNP at the head office of the Ministry of Manpower of the Republic of Indonesia. Job satisfaction can create a stronger attachment to the organization, increase motivation to contribute, and strengthen loyalty to the RI Ministry of Manpower.

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