

The effect of work environment on employee performance through organizational commitment in employees

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Abstract

This study aims to examine and analyze the effect of work environment on employee performance through organizational commitment on the employees of PT Jasamarga Tollroad Operator Surabaya-Mojokerto Section. This research is causality with a quantitative approach involving all employees of PT Jasamarga Tollroad Operator Surabaya-Mojokerto Section. The sampling technique used non-probability sampling with a saturated sample type where all members of the population were sampled with a total of 32 respondents of PT Jasamarga Tollroad Operator Surabaya-Mojokerto Section employees. The analysis technique used in this research is Structural Equation Modeling (SEM) - Partial Least Square (PLS) with the help of Smart PLS software version 4.1.0.8. by using a sample of 32 respondents. The analysis results obtained in this study indicate that the work environment has a significant positive effect on employee performance. Organizational commitment has a significant positive effect on employee performance. The work environment has a significant positive effect on organizational commitment. Work environment has a significant positive effect on employee performance through *organizational* commitment.

Keywords:

Employee performance; organizational commitment; positive; significant; Work environment

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INTRODUCTION

In the era of increasingly fierce business competition, employee productivity and performance are crucial factors for company success. A conducive work environment plays an important role in shaping employee commitment and performance. (Nabawi, 2019). A good work environment can create an atmosphere that allows employees to develop professionally. Clear company policies, good interpersonal relationships between fellow employees and management, and adequate work facilities are factors that can shape a conducive work environment. In this context, the level of employee commitment, which includes aspects of loyalty, involvement, and identification with the company, is also important because high commitment tends to contribute positively to individual performance.

Good work environment conditions include not only physical aspects, but also norms, corporate cultural values, as well as relationships between employees. Together, these factors form the foundation for understanding how the work environment affects employee commitment and ultimately their performance. According to research from Hermawan (2022), a good work environment has a significant influence on improving employee performance both partially and simultaneously.

Organizational commitment is the level of dedication and loyalty of employees to the organization where they work, which reflects the extent to which employees feel bound and willing to make maximum contributions to achieve company goals. (Leal-Rodríguez et al., 2023).. Highly committed employees tend to show better performance because they feel personally responsible for the success of the organization. They are more proactive, innovative, and motivated to complete tasks with high quality. Conversely, low organizational commitment can result in reduced work quality, which ultimately harms the overall performance of the company. Research from Abdulrahman et al. (2022) stated that the involvement of organizational commitment has a positive and significant effect on improving performance in employees.

This research was conducted at one of the branch offices of a state-owned company engaged in services. This company is target-oriented as a form of their work productivity Based on an interview conducted with one of the employees, PT. Jasamarga Tollroad Operator Surabaya-Mojokerto Section is a company formed in response to the increasing construction of toll roads throughout Indonesia. PT. Jasamarga Tollroad Operator Surabaya-Mojokerto Section as one of the companies engaged in toll road management services is of course also not immune from challenges in the field of human resources. One of the existing problems of this company is there is a low consistency of employee. PT Jasamarga

Tollroad Operator Surabaya-Mojokerto, as the largest toll road management company in Indonesia, faces significant operational pressures, especially in ensuring smooth traffic flow and effective handling of incidents on toll roads. This challenge requires employees to have high performance, which unfortunately is often constrained by various work environment factors. Employee performance at PT Jasa Marga Toll Road Operator Surabaya-Mojokerto Ruas is influenced by various work environments, including the physical condition of the workplace, the quality of relationships between employees, and support from management. However, in the field it is often found that work environment conditions are not always ideal, such as high workload, intense time pressure, and lack of adequate support. These factors can reduce their performance. Therefore, based on this phenomenon, this study aims to examine the effect of work environment on employee performance through organizational commitment.

LITERATURE REVIEW

Work Environment

The work environment refers to all factors that can affect employee productivity and job satisfaction, including psychological, physical, and regulatory aspects of work (Lestari, 2018). It includes elements such as lighting, air temperature, air circulation, humidity, noise levels, as well as the quality of relationships between employees and superiors and fellow coworkers (Syahputra, 2018; Lestary & Harmon, 2017). Meanwhile, according to Sedarmayanti (2013), the work environment includes all equipment, materials, work methods, and work arrangements that become the environment in which a person works, both individually and in groups.

According to Sutrisno (2016), the main model as a research indicator can be seen from the implications that explain that employees have relationships with people around, the completeness of facilities and other aids, cleanliness, tranquility, and security. Relationships with people around refer to the level of cooperation and social support between employees and coworkers, superiors, and subordinates. Employees who have good relationships with the people around them tend to feel more satisfied and productive at work. In addition, the completeness of facilities and other tools refers to the level of completeness of the facilities and tools needed by employees to do their jobs. Employees who have adequate work facilities and tools tend to feel more effective and productive than employees who are less equipped. While the cleanliness indicator refers to the level of cleanliness of the work environment, including workspaces, toilets, and other common areas. Employees who work in a clean environment tend to have better physical and mental conditions, and can work more comfortably. Then for the calmness indicator refers to the level of calmness and comfort felt by employees when working. Employees who feel

comfortable, calm, and avoid distractions or stress tend to work more effectively and productively. Finally, the security indicator refers to the level of security felt by employees in their work environment. Employees who feel safe in their work environment tend to feel calmer and can focus on their work.

Performance

Performance, as the result of activities or job functions in a certain period of time, involves various indicators or functions that describe a person's ability to carry out their duties (Wirawan in Irmayanti, 2015; Bernandin & Russel in Hanafi & Zulkifli, 2018). People who have high performance generally show characteristics such as high personal responsibility, have clear goals, dare to face risks, are responsive to positive feedback, are proactive in seeking opportunities, and have a structured work plan and are diligent in pursuing their goals (Mangkunegara in Bintoro, 2017).

The main model of the research indicators can be seen from the implications stated by (Mangkunegara in Bintoro, 2017), that the success of an employee's performance can be seen from the quality of work, consideration for the quantity of work, initiative, independence, and cooperation. The indicator of job quality refers to the level of quality of work produced by an employee. The quality of this work includes aspects such as accuracy, timeliness, customer satisfaction, and the quality of the work details produced. Then related to the indicator of consideration of the quantity of work refers to the level of the amount of work or tasks produced by an employee. Employees who can complete tasks with good quality and in sufficient quantities tend to be productive and effective employees. In addition, the initiative indicator refers to the level of initiative or activeness shown by an employee in completing the assigned tasks. Employees who can take initiative and take action in completing tasks tend to be more productive and creative employees. Meanwhile, the independence indicator refers to the level of independence of an employee in carrying out their duties. Employees who can work independently and are responsible for the tasks they take tend to be more effective and trustworthy employees. Then for the cooperation indicator refers to the level of an employee's ability to cooperate with his coworkers in completing tasks. Employees who can work well together and support each other tend to be more effective employees in achieving organizational goals.

Organizational Commitment

Glickman (2007) defines commitment as an attitude that shows a person's willingness to try effectively and efficiently to achieve the desired goal. A person can be considered committed if he is willing to spend time and energy to achieve these goals. Furthermore, the definition of organizational commitment according to Greenberg and Baron (1997), which is a reflection

of how strongly a person identifies himself with the organization and his desire to remain in it. Porter, Mowday, and Steers (in Miner, 1992) explain that organizational commitment is the strength possessed by individuals towards the organization, characterized by belief in the values and goals of the organization, willingness to go to great lengths for the organization, and a strong desire to remain part of the organization. Thus, organizational commitment includes affective orientation towards the organization, consideration of the losses if leaving the organization, and the moral burden of staying in it.

According to Glickman (2007), the indicator model of organizational commitment contains five important things, ranging from job satisfaction, identification with the organization, loyalty to the organization, participation in decision making, and achievement motivation. The job satisfaction indicator refers to the level of employee satisfaction with their job and the company they work for. While the identification with the organization indicator refers to the level of employee identification with the organization where they work, where employees feel as if they are part of the organization and have a feeling of pride in the organization. Also related to loyalty to the organization refers to the level of employee loyalty to the organization where they work. Then for the indicator of participation in decision making refers to the level of employee participation in decision making in the organization where they work. Finally, the achievement motivation indicator refers to the level of employee motivation to achieve organizational goals and achieve the best results in their work.

Influence between Variables

Based on research conducted by (Badrianto & Ekhsan, 2019.) (Badrianto & Ekhsan, 2019), the variable work environment has a positive and significant effect on employee performance. The second research from (Badrianto & Ekhsan, 2019) also stated that working partially and simultaneously environmental variables and motivation affect performance. If employees have a simultaneous and adequate work environment, it will directly affect the quality of performance of these employees in the world of work.

H1: *Work environment has a significant positive effect on employee performance*

Research conducted by (Tamsah et al., 2021) discusses how organizational commitment has a positive and significant effect on employee performance. In addition, in Fatmah's research (2021) it is explained that organizational commitment also has a significant positive effect on employee performance. So, if employees have a structured and high organizational commitment, it will have an impact on the optimal performance of these employees.

H2: *Organizational Commitment* has a significant positive effect on *Employee Performance*

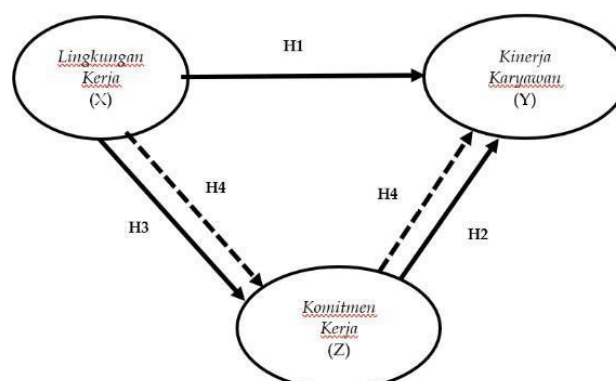
Research conducted by (Ie, 2022) has investigated how the work environment and job satisfaction have a positive and significant effect on employee organizational commitment. In addition, research conducted by (Mambrasar et al., 2021) explained that the work environment has a positive and insignificant effect on organizational commitment, meaning that the better the work environment, the better the organizational commitment shown by employees. So, if employees get a good and healthy work environment, employees will have a good commitment to their organization.

H3: *Work Environment* has a significant positive effect on *Organizational Commitment*

Research from (Kuswanto & Zaidan, 2023) has explored the path analysis test which shows that three variables, namely work motivation, work environment, and employee competence, have a positive and significant effect on employee performance through organizational commitment as an intervening variable. In addition, according to research from (Wahyu Hidayati et al., 2021), has shown that the work environment has a positive and significant effect on organizational commitment, and organizational commitment also has a positive and significant effect on employee performance.

H4: *Work Environment* has a significant positive effect on *Employee Performance through Organizational Commitment*.

Figure 1.
Conceptual Framework



Source: SmartPLS 4 Output Results

RESEARCH METHODS

This research uses a quantitative descriptive analysis method. In addition, the research data used is primary data obtained from previously conducted research practices. The data collection technique uses a questionnaire distributed directly to company staff with a measurement scale using a Likert scale worth 1 to 5 with categories, namely, strongly disagree, disagree, moderately agree, agree, and strongly agree. The population and sample in this study were employees of PT Jasamarga Tollroad Operator Surabaya-Mojokerto Section with a total of 32 employees, using saturated sample sampling technique. This research uses SEM-PLS data analysis techniques with SmartPLS Version 4.1.0.8 software.

FINDINGS AND DISCUSSION

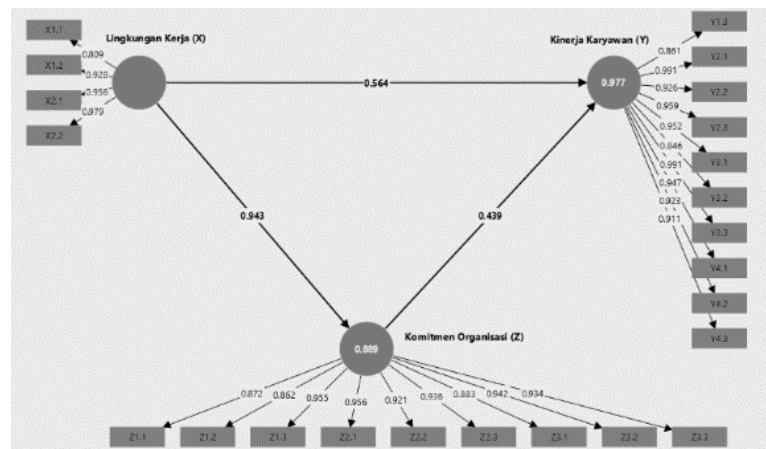
Results of Respondent Characteristics

This study uses the characteristics of respondents, including gender, age, position, latest education, and length of work. The results of the characteristics of respondents based on male gender were 25 people (71.4%), and female gender was 10 people (28.6%). Furthermore, based on age, namely 20 years old as many as 4 people (11.4%), 21 and 22 years old as many as 2 people (5.7%), 23 years old as many as 6 people (17.1%), 24 and 25 years old as many as 5 people (14.3%), 26 years old as many as 3 people (8.6%), 27 years old as many as 4 people (11.4%), age 28,29,30,34 as many as 1 person (2.9%). Furthermore, based on the position, namely as senior officers, traffic staff and technicians, each as many as 1 person (2.9%), transaction staff 4 people (11.4%), MCS and CSS each as many as 3 people (8.6%), and CS as many as 22 people (62.9%). Then, based on the latest education, namely for SMA as many as 4 people (11.4%), D3 as many as 6 people (17.1%), and S1 as many as 25 people (71.4%). Based on the length of work, namely 1 year as many as 5 people (15.3%), 2 years as many as 6 people (17.1%), 3 years as many as 11 people (31.4%), 4 years as many as (17.1%), 5 years as many as 3 people (8.6%), 6 years as many as 1 person (2.9%), and 7 years as many as 3 people (8.6%).

Measurement Model Results (Outer Model)

The results of the initial path diagram validity test with SmartPLS 4 show the initial path diagram formed. This is done to test the model whether it meets the requirements of *convergent validity* or not. In *Loading factor* indicators have each statement item about the work environment, employee performance and organizational commitment that have met *convergent validity*. The following is the path diagram formed:

Figure 2
Outer Model



Source: SmartPLS 4 Output Results

Through the path diagram above for the work environment (x), employee performance (y) and organizational commitment (z) has a factor loading value > 0.50 so that the criteria are valid and there are no constraints on the indicators. This means that in designing the measurement model (outer model) it has been declared successful because it meets the requirements, so that researchers can conduct further research.

Convergent Validity Test

The results of SmartPLS 4 output obtained the loading factor value of each instrument in the indicators about the work environment (x), employee performance (y) and organizational commitment (z) show that all *loading factor* values are > 0.50 for each instrument on the indicators in each variable. The largest *loading factor* value in the work environment variable is in the X2.2 statement with a *loading factor* value of 0.979 and the smallest is in the X1.1 statement with a *loading factor* value of 0.809. Then for the employee performance variable, the largest *loading factor* value is in the Y2.1 and Y3.3 statements with a value of 0.991 and the smallest is in the Y3.2 statement with a *loading factor* value of 0.846. Then, the last variable, namely organizational commitment, has the largest *loading factor* value found in Z2.1 with a value of 0.956 and the smallest in Z1.2 with a *loading factor* value of 0.862. Through the existing explanation, it can be concluded that the statement instrument on the indicators used in this study is valid or has met the requirements of *convergent validity*.

Discriminant Validity Test

The results of the SmartPLS 4 software output obtained the Fornell-Lacker Criterion value and the AVE value of each statement instrument on indicators about work environment variables (x), employee performance (y) and organizational commitment (z) as follows:

Table 1.

Fornell-Lacker Criterion

	Employee Performance (Y)	Organizational Commitment (Z)	Work Environment (X)
Work Environment (X)	0.978	0.943	0.920
Organizational Commitment (Z)	0.971	0.919	
Employee Performance (Y)	0.932		

Source: SmartPLS 4 data processing

Based on previous research, according to (Abas Sunarya et al., 2024) *discriminant validity* Fornell-Lacker Criterion if it has a value above 0.50, it is declared valid. In the table above the work environment has a value of 0.920, employee performance has a value of 0.932, and organizational commitment has a value of 0.919, so it can be concluded that the constructs of work environment, employee performance and organizational commitment are valid.

Reliability Test

Based on the calculation of the SmartPLS 4 software output results, the Composite Reliability, Cronbach's Alpha and AVE values of each variable are obtained, namely the work environment variable has a *composite reliability* (CR) value of 0.955, employee performance of 0.983, and organizational commitment of 0.977 which indicates that the level of variable *reliability* is accepted because the *composite reliability* (CR) rule must be > 0.70 (reliable). Furthermore, related to *Cronbach alpha* on the work environment there is 0.938, employee performance is 0.983 and organizational commitment is 0.977 so that it can be said to be reliable because the rules on *Cronbach alpha* must be > 0.50. Finally, the AVE assessment of the work environment is 0.847, employee performance is 0.868, and organizational commitment is 0.844, which means that these variables have an *Average Variance Extracted* (AVE) value greater than 0.50, meaning that *convergent validity* is accepted.

Structural Model (Inner Model)

After the measurement model (Outer Model) is carried out, the next step is to test the structural model (Inner Model) by looking at the R Square (R²) value, the value of the path analysis coefficient (Path Coefficients), and the T-Statistic value of the SmartPLS software output.

R-Square Test

Structural capital in testing can be done with the value of the *r-square* where this value is the *goodness fit model* test. The results of the *R-Square* are as follows: R-Square test related to the work environment influence model on *employee performance* has an *R-Square* of 0.977. This shows that the employee performance variable can be explained by the work environment variable by 97.7% only for the remaining 0.3%. This explanation can be caused by other factors that are not included in this analysis. Furthermore, the model of the effect of the work environment on organizational commitment shows an *R-Square* value of 0.889. This figure can be understood to show that the characteristics variable contributes 88.9%, while other variables not included in this study are able to contribute 10.1%. Through the calculation of *R-Square*, it can be concluded that the model used is a strong model.

Predictive Relevance Test

Q-Square predictive relevance The PLS model can be evaluated using *Q-square predictive relevance* to measure relevant predictions in the construct model, in addition to looking at *R-square*. The following is the calculation of the Q-square predictive relevance value of this research model is as follows:

$$Q^2 = 1 - (\sqrt{1 - R1^2}) \times (\sqrt{1 - R2^2})$$

$$Q^2 = 1 - (\sqrt{1 - 0.977}) \times (\sqrt{1 - 0.899^2})$$

$$Q^2 = 1 - (\sqrt{0,045}) \times (\sqrt{1 - 0.191})$$

$$Q^2 = 1 - (0,212) \times (0,896)$$

$$Q^2 = 0,81 \text{ or } 81\% \tag{1}$$

The results of the above calculations show that the value of the *Q-square predictive relevance* obtained is 0.81. From this calculation, it can be seen that the result is more than 0 (≥ 0), indicating that this model has a predictive significance of 81% to describe the model.

Equivalence Test Results

In the calculation of the causality test, bootstrapping measurements were carried out on the work environment, employee performance and organizational commitment. The first hypothesis is the work environment variable with employee performance which produces P values of 0.000 so that it can be said to have a significant effect because it meets the requirement that the P value (0.000) is smaller than 0.05. Then, the second hypothesis is related to the work environment with organizational commitment which has a significant effect because the P value is 0.000 so it can be said that the P value is smaller than 0.05. Furthermore, the third hypothesis is related to the organizational commitment variable with employee performance which has a mutually significant effect because it has a P value of 0.019, meaning that the value is smaller than 0.05. Finally, the fourth hypothesis related to the work environment on employee performance through organizational commitment has a significant effect because the p value obtained is 0.022, meaning that the value is smaller than 0.05.

DISCUSSION

The Effect of Work Environment on Employee Performance

The test findings indicate a positive and significant relationship between the work environment and employee performance, so H1 can be accepted. The work environment indicators are divided into two, namely the physical and non-physical work environment. The physical environment includes facilities and infrastructure and adequate space for movement, while the non-physical environment relates to relationships between employees and a supportive work team. Therefore, when the work environment in the company meets these criteria, employees will feel comfortable and can achieve optimal performance. In addition, previous research findings by (Tamsah et al, 2021) shows that organizational commitment has a positive and significant effect on employee performance, which indicates that a good work environment can also increase employee commitment to the organization. Thus, it can be concluded that the work environment owned by PT Jasamarga Tollroad Operator Surabaya-Mojokerto Section has a significant effect on employee performance and companies need to pay attention to important aspects of the work environment to support the success of employees and the organization as a whole.

Effect of Organizational Commitment on Employee Performance

The test shows that organizational commitment has a significant effect on employee performance, H2 can be accepted, meaning that the higher the employee's commitment to the organization, the higher his performance and the greater his contribution to organizational activities. Therefore, companies

need to use the right strategies to build and maintain a sense of employee commitment, such as providing clear incentives and career development, creating a conducive work environment, and paying attention to overall employee welfare. In this way, companies can improve employee performance and contribution and build a positive and productive work environment. This is also supported by the findings of research conducted by (Ie, 2022) has investigated how work environment and job satisfaction have a positive and significant effect on employee organizational commitment. In addition, research conducted by (Mambrasar et al., 2021) explained that the work environment has a positive and insignificant effect on organizational commitment, meaning that the better the work environment, the better the organizational commitment shown by employees. So, if employees get a good and healthy work environment, employees will have a good commitment to their organization. So it can be concluded that the relationship between organizational commitment and employee performance has a significant influence.

The Effect of Work Environment on Organizational Commitment

Based on the tests that have been carried out, the work environment variable has a significant influence on organizational commitment, so H3 is accepted, which means that there is a positive relationship between the work environment and organizational commitment. Therefore, companies need to pay attention to the importance of the work environment in building employee commitment, and make efforts to improve the work environment that is not conducive such as providing adequate facilities and improving the cleanliness of the work environment. These types of interventions can make the work environment more competitive and support employee performance, and create a positive work climate for the organization and its employees. This is also supported based on the findings of research conducted by (Kuswantoro & Zaidan, 2023) shows that three variables, namely work motivation, work environment, and employee competence, have a positive and significant effect on employee performance through organizational commitment as an intervening variable. In addition, according to research from (Wahyu Hidayati et al., 2021), has shown that the work environment has a positive and significant effect on organizational commitment, and organizational commitment also has a positive and significant effect on employee performance. So it can be concluded that the work environment has a significant influence on organizational commitment.

The Effect of Work Environment on Employee Performance Through Organizational Commitment

Based on the tests that have been carried out on work environment variables on employee performance through organizational commitment has a significant effect, so H4 is accepted, meaning that the more conducive or comfortable the work environment in the organization, the higher the level of employee commitment to continue working for the company, and the higher the overall employee performance. According to Glickman (2007), the definition of organizational commitment is an attitude that shows a person's willingness to try effectively and efficiently to achieve the desired goals. The level of organizational commitment can be influenced by various factors, one of which is the work environment. In the context of the work environment, companies that provide a conducive work environment and make employees feel comfortable and productive, have a greater chance of building employee commitment effectively. The work environment can influence employee commitment directly and indirectly. Furthermore, research shows that organizational commitment has a positive perception on employee performance. Institutionalizing employees' sense of commitment to the organization can help them feel "attached" to the organization in a positive way. This encourages employees' desire to increase their contribution to the organization as well as improve their continuous performance. Therefore, it is important for every organization to create a positive, professional, and comfortable work environment, so that employees feel valued and supported by the organization they work for. This will help build a high level of employee commitment, which in turn will improve overall employee performance and produce a positive influence on the overall success of the organization. So it can be concluded that the effect of the work environment on employee performance through organizational commitment has a significant effect.

CONCLUSIONS

The results of this study are the first hypothesis that the *work environment* has a positive and significant effect on *employee performance* at PT Jasamarga Tollroad Operator Surabaya-Mojokerto Section. This shows that, the more adequate the level of facilities and the better the relationship between employees, the more comfortable and safe they feel when working. The second hypothesis, *organizational commitment* to *employee performance* has a positive and significant effect, meaning that the higher the employee's commitment to the organization, the higher his performance and the greater his contribution to organizational activities. The third hypothesis, the effect of *work environment* on *organizational commitment* has a positive and significant effect, meaning that there is a positive relationship between the work environment and organizational commitment. Therefore, companies need to

give importance to the work environment in building employee commitment, and make efforts to improve the work environment that is not conducive such as providing adequate facilities and sufficient work space for employees. The fourth hypothesis, the effect of work environment on employee performance through organizational commitment, means that the more conducive or comfortable the work environment in the organization, the higher the level of employee commitment to continue working for the company, and the higher the overall employee performance.

The practical implication of this research is that companies must pay attention to work environment conditions as an effort to improve employee performance and build organizational commitment. In the context of the work environment, companies need to ensure the creation of a conducive work environment, both physical and non-physical work environments. This will help employees feel comfortable, productive and contribute more to the organization where they work. Companies also need to use the right strategies to build and maintain a sense of employee commitment, such as providing clear incentives and career development, creating a clean and healthy work environment and paying attention to overall employee welfare. In this case, the company can improve employee performance and contribution and build a positive and productive work environment for the organization and its employees. Therefore, companies need to discuss the impact of the work environment before designing strategies related to employee development and performance improvement.

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Appendix 1*Reliability Test*

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Performance (Y)	0.983	0.984	0.985	0.868
Organizational Commitment (Z)	0.977	0.978	0.980	0.844
Work Environment (X)	0.938	0.955	0.957	0.847

Source: SmartPLS 4 Data Processing

Appendix 2*R-Square Test*

	R-Square	R-Square adjusted
Work Environment		
Employee Performance	0.977	0.976
Organizational Commitment	0.889	0.885

Source: SmartPLS 4 Data Processing

Appendix 3*Kasualitas Test*

C	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X -> Y	0.978	0.978	0.010	97.120	0.000
X -> Z	0.943	0.945	0.025	38.290	0.000
Z -> Y	0.439	0.444	0.187	2.351	0.019
X->Y->Z	0.414	0.421	0.181	2.291	0.022

Source: SmartPLS 4 Data Processing