

THE INFLUENCE OF WORK ENVIRONMENT AND WORK CULTURE ON ORGANIZATIONAL COMMITMENT WHICH IMPACT ON THE PERFORMANCE OF EMPLOYEES IN THE BONDOWOSO DISTRICT COOPERATION, INDUSTRIAL AND TRADE OFFICE

Dedy Darmady
Institute Technology and Science
Mandala
08113354827
dedydarmady81@gmail.com

Agustin HP
Institute Technology and Science
Mandala
081336549922
agustinhp@itsm.ac.id

Muhaimin Dimiyati
Institute Technology and Science
Mandala
082260509977
dimiyati@itsm.ac.id

ABSTRACT

The aim of this research is to examine and analyze the influence of work environment and culture on employee performance through organizational commitment as an intervening variable in employees of the Bondowoso Regency Cooperatives, Industry and Trade Service. This research is included in confirmatory research with a population and sample of 85 respondents, a saturated sampling technique was used because the entire population was used as the sample. The data analysis technique used is Structural Equation Modeling (SEM) processed with Smart PLS 4.0. Based on the results of data analysis, it shows that the work environment has a significant effect on organizational commitment. However, work culture has a significant influence on the organizational commitment of the Bondowoso District Cooperation and Trade Office. The work environment, work culture and organizational commitment have a significant effect on the performance of Bondowoso Regency Trade and Trade Office employees. The work environment has a significant effect on employee performance through organizational commitment at the Bondowoso District Cooperation and Trade Office. Work culture has a significant effect on employee performance through organizational commitment at the Bondowoso District Cooperation and Trade Office.

Keywords : environment, work culture, organizational commitment and employee performance.

1. INTRODUCTION

Management is an art or a science. Management as a field of science *that* seeks systematically to understand why and how humans work together to achieve goals and make this collaboration more beneficial for humanity, Nurahmi Hayani (2014). According to Darmadi (2018), human resource management can be defined as "a strategy in implementing management functions, namely *planning, organizing, actuating* , and *controlling* , in every activity or operational function of human resources starting from the process of attracting, selecting, training and development, placement which includes promotions, demotions and transfers, performance appraisals, compensation, industrial relations, and termination of employment relations aimed at increasing the production contribution of the organization's human resources towards achieving organizational goals effectively and efficiently." According to Hasibuan (2017) Human Resource Management is the science and art of managing the relationships and roles of the workforce so that they are active and efficient in helping to realize the goals of the company, employees and society.

The importance of human resource management in carrying out duties and functions as an employee cannot be separated from an adequate company or agency work environment. According to Sedarmayanti (2015) the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group. Wibowo (2016) stated that creating a healthy environment will indirectly maintain or even increase productivity. The work environment can have negative impacts, one of which is interaction between employees which can trigger conflicts and problems at work, but the positive impact is achieving dynamic performance due to adjustments to challenges in the organization's internal and external environment due to the influence of globalization.

A good organization is an organization in which there are adequate resources and there is good interaction and is able to create a positive work culture so that it has an impact on effective performance. According to Robbins (2013), it is a habit that is carried out repeatedly by employees in an organization, there is no strict sanction for violating this habit, but the organization's actors have morally agreed that this habit is a habit that must be adhered to in order to carry out work to achieve goals. . In the Development Guidebook (Uha, 2013) Work Culture of State Apparatus, published by the Ministry of State for Empowerment of State Apparatus in 2012, work culture is a person's perspective in giving meaning to work. Thus, work culture is a person's perspective on the field they are working in and the moral principles they possess, which fosters strong beliefs based on the values they believe in, has high enthusiasm and is serious about achieving the best achievements.

Employees are the main resource in carrying out company/agency performance, so it is important for companies/agencies to have human resources who are highly committed to the company/agency. "Organizational Commitment is defined as the relative strength of an individual in identifying his involvement in the organization, which is characterized by acceptance of the organization's values and goals, willingness to work for the organization and the desire to maintain membership in the organization." (Robbins and Judges, 2015). According to Sopiah (2011),

the definition of organizational commitment according to Richard M. Steer is a sense of identification (belief in organizational values as a sense of identification (belief in organizational values), involvement (willingness to try as best as possible for the interests of the organization, and loyalty, desire to remains a member in question) declared by an employee against his company.

The quantity or quality of something produced or services provided by someone doing the work, Luthans (2015). According to Dessler (2015), performance is work achievement, namely the comparison between work results and established *standards* . Meanwhile, Mangkunegara (2012) performance is the result of work, both in quality and quantity, achieved by someone in carrying out tasks according to the responsibilities given. According to Wiratama and Sintaasih, (2013) stated that employee performance is the work result achieved by a person in carrying out assigned tasks including the quality and quantity of output as well as reliability in work. According to Mangkunegara, (2012) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given.

Based on the performance improvement built by referring to the source as a reference above, in this research the results of previous research did not answer the truth of the theory, this can be explained in the following *research gap in the research of* Dianantari, NMY, Yuesti, A., Sudja, IN, & Latupeirissa, JJP (2019). The research results show that organizational culture has no significant effect on employee performance. Further research Budi, SH, Choerudin, A., & Winarna, W. (2016). The results show that work culture has an insignificant negative effect on performance. Research Bahri, S. (2019). The research results state that the work environment has no significant effect on employee performance.

The theory of increasing daiats performance is supported by the results of similar previous research, so the research object chosen by the researcher is the Bondowoso Regency Industrial and Trade Cooperative Service . In carrying out its duties and functions, the District 4 Cooperatives, Industry and Trade Service, Bondowoso Regency Cooperatives, Industry and Trade Service has the task of assisting the Regent in carrying out government affairs in the field of cooperatives, small and medium enterprises, government affairs in the industrial sector and government affairs in the trade sector. The organizational structure of the Bondowoso Regency Cooperatives, Industry and Trade Service, consists of: Secretariat, in charge of: General and Personnel Subdivision; and Functional Position Groups; Cooperative Sector, oversees Functional Position Groups; Micro Business Sector, in charge of Functional Position Groups; Industrial Sector, in charge of Functional Position Groups; Trade Sector, oversees Functional Position Groups; UPTD; and Functional Position Groups.

Based on the duties and functions of the Bondowoso Regency Cooperatives, Industry and Trade Service, problem identification is the basis for formulating future development goals and targets. Development problems are the cause of the gap between the development performance currently achieved and what was planned and between what is to be achieved in the future and the real conditions when the planning was made. An issue is considered to have priority value if it is related to development goals and targets, including other priorities of mandatory national/provincial policies. So The problems encountered at the Bondowoso Regency Cooperatives, Industry and Trade Service are listed in the following table :

Table 1 Identification of District Cooperation and Trade Department Problems . Bondowoso .

No	Fields of Affairs and Performance Indicators	Problem	Program Realization
1.	Cooperatives, Small and Medium Enterprises	Active cooperative	87.5%
		Healthy cooperative	82.9%
2.	Trading	Contribution of the trade sector to GRDP	83.4%
		Trade net exports	61.6%
		Consumer protection	76.4%
3.	Industry	Contribution of the industrial sector to GRDP	79.2%
		Industrial growth	71.3%

Source: Diskoperindag Kab. Bondowoso (2023).

Based on table 1, Problem Identification for Determining Priority Programs Department of Cooperatives, Industry and Trade From Bondowoso Regency above, it can be seen that the areas of regional government affairs and performance indicators include cooperatives, small and medium enterprises , trade and industry in carrying out their duties and functions **have not reached the realization targets that have been set** , based on the identification of the

problems obtained, the researcher found The research phenomenon related to performance is "Lack of effectiveness of employee performance in carrying out their duties and functions", so in this research, the researcher tries to provide a solution by highlighting several important factors which are assumed to be able to improve employee performance and minimize the findings of problems found in the objects studied, as for the factors These include work environment and work culture variables on organizational commitment which have an impact on the performance of Bondowoso Regency Cooperative Service employees.

The work environment factors in this research refer to research by Hasan, AA, & Putri, ER (2023) which states that the work environment has a positive and significant effect on the work effectiveness of employees of the Department of Cooperatives, SMEs, Trade and Labor of the Regional Government of Pasaman Regency. Research by Farida, et al. (2022) concluded that the work environment has a significant effect on the performance of employees of the Department of Cooperatives, Micro Enterprises, Trade and Industry (DKUPP) of Probolinggo Regency through organizational commitment as an intervening agent. However, research by Dianantari, et al. (2019). Organizational culture has no significant effect on employee performance, but simultaneously Training, Motivation, Organizational Culture have a significant effect on Employee Performance. The work culture factors in this research refer to the research of Bramidha, Y., & Hidayah, S. (2023) The positive and significant influence of emotional intelligence, work culture and employee commitment partially and simultaneously on the performance of employees of the Pinrang Regency Cooperatives and UMKM Department. Research by Cahyaningrum, EI, & Prayekti, P. (2022) and Syamsibar, H. (2022) states that organizational culture influences affective commitment. Studi Eid, I., Razak, M., & Alam, S. (2021). shows that there is a positive and significant influence of emotional intelligence, work culture and employee commitment partially and simultaneously on the performance of employees of the Pinrang Regency Cooperatives and Umkm Service.

2. LITERATURE REVIEW

2.1 Work environment

According to Danang (2015) the work environment is everything that is around the worker and that can influence him in carrying out the assigned tasks. According to Sedarmayanti (2015) the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group. Wibowo (2016) stated that creating a healthy environment will indirectly maintain or even increase productivity.

2.2 Work Culture

According to Robbins (2013), it is a habit that is carried out repeatedly by employees in an organization, there is no strict sanction for violating this habit, but the organization's actors have morally agreed that this habit is a habit that must be adhered to in order to carry out work to achieve goals. . In the Development Guidebook (Uha, 2013) Work Culture of State Apparatus, published by the Ministry of State for Empowerment of State Apparatus in 2012, work culture is a person's perspective in giving meaning to work. Thus, work culture is a person's perspective on the field they are working in and the moral principles they have, which fosters strong beliefs based on the values they believe in, has high enthusiasm and is serious about achieving the best achievements.

2.3 Organizational Commitment

According to Kharis (2015) organizational commitment is a situation where an employee sides with a particular organization and the goals and desire to maintain membership in that organization. So high job involvement means favoring a particular job of an individual. According to Moorhead and Griffin (2014) organizational commitment is an attitude that reflects the extent to which an individual recognizes and is attached to his or her organization. An individual who has high commitment will likely see himself as a true member of the organization. According to Kreitner and Kinicki (2014) organizational commitment is an agreement to do something for oneself, another individual, group or organization.

2.4 Performance

According to Farida (2014), performance comes from the words job performance or actual performance, which means work performance or actual achievements achieved by someone. The definition of performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. According to Nurlaila (2012), performance is the result or output of a process. According to Luthans (2015), performance is the quantity or quality of something produced or a service provided by someone doing the work.

2.5 Conceptual Framework

The conceptual framework in this research can be described based on a theory that connects independent variables to dependent variables and through intervening variables in order to determine the influence of the work environment and work culture on employee performance through organizational commitment as an intervening variable. For more details, it can be described in the model as follows:

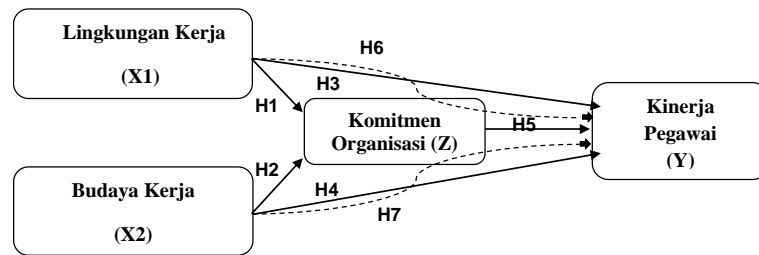


Figure 2. 1 Conceptual Framework

3. RESEARCH METHODS

The research was conducted at the Bondowoso Regency Cooperatives, Industry and Trade Service. The research method used in this research is descriptive and verification methods. The type of research used in this research is explanatory research. The population in this study was 85 employees of the Bondowoso Regency Cooperatives, Industry and Trade Service. The sampling technique used in this research is Saturated Sampling (census), which is a sampling technique when all members of the population are used as samples, Sugiyono (2015). This was done because the population was relatively small, less than 100 people, so the entire population in this study was used as a sample, namely 85 people.

Ghozali. (2001) states that "The goal of data analysis is to obtain relevant information contained in the data and use the results to solve problems". Inner Model is a structural model useful for predicting the accuracy of the structure being built. Structural equation analysis is a regression coefficient value to test the correlation between dependent variables with variable data collected by the structural model (inner model) which is a research variable relationship scheme. Evaluation of the structural model is by looking at the coefficients between variables and the coefficient of determination value. The inner model can be analyzed using a bootstrapping system through the Smart PLS 4.0 program so that the equation of the regression coefficient values can be found using two output systems, namely Path Coefficient and Specific Indirect Effects.

4. RESEARCH RESULTS AND DISCUSSION

4.1 Convergent Validity

The convergent validity test is carried out with the aim of determining the validity of each relationship between indicators and latent variables. This test is determined from the outer loading value and the Average Variance Extracted (AVE) value from each indicator.

Table 2 Convergent Validity Test (outer loading)

Indicator	X ₁ Work environment	X ₂ Work culture	Z Organizational commitment	Y Performance	Information
X _{1.1}	0,730				Valid
X _{1.2}	0,741				Valid
X _{1.3}	0,792				Valid
X _{1.4}	0,779				Valid
X _{1.5}	0,739				Valid
X _{1.6}	0,855				Valid
X _{2.1}		0,837			Valid
X _{2.2}		0,814			Valid
X _{2.3}		0,744			Valid
X _{2.4}		0,777			Valid
Z ₁			0,886		Valid
Z ₂			0,813		Valid
Z ₃			0,834		Valid
Z ₄			0,804		Valid
Y ₁				0,789	Valid
Y ₂				0,883	Valid
Y ₃				0,876	Valid
Y ₄				0,880	Valid
Y ₅				0,881	Valid
Y ₆				0,795	Valid

Based on table 4.8, it shows that all indicators in the table have a validity value greater than 0.70. This shows that all indicators in the table are valid.

4.3 Reliability Test

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet *composite reliability* if it has a composite reliability value > 0.7 . The following are the *composite reliability values* for each variable used in this research:

Table 3 Composite Reliability

Research Variables	Cronbach's Alpha	Information
X ₁ . Work environment	0,865	Reliabel
X ₂ . Budaya kerja	0,804	Reliabel
Z Komitmen organisasi	0,855	Reliabel
Y Kinerja pegawai	0,924	Reliabel

Based on the data presented in table 4 above, it can be seen that the *composite reliability value* for all research variables is > 0.7 . These results indicate that each variable has met *composite reliability* so it can be concluded that all variables have a high level of reliability.

4.5 Evaluation of Inner Model

This research will explain the results of the path *coefficient test*, *goodness of fit test* and hypothesis test.

4.5.1 Coefficient of Determination

The variables Work Environment (X₁) and Work Culture (X₂) describe Organizational Commitment (Z) by 0.619 (61.9%), while the remaining 38.1% is explained by other variables not included in this research. The variables Work Environment (X₁) and Work Culture (X₂) describe employee performance (Y) by 0.776 (77.6%), while the remaining 22.4% is explained by other variables that were not included in this research.

4.5.2 Hypothesis Testing

The research hypothesis test aims to determine whether there is an influence of the independent variable on the dependent variable by analyzing regression. Regression analysis is used to measure the strength of the relationship between two or more variables, as well as to show the direction of the relationship between the independent variable and the dependent variable. The structural model test image in PLS is presented as follows:

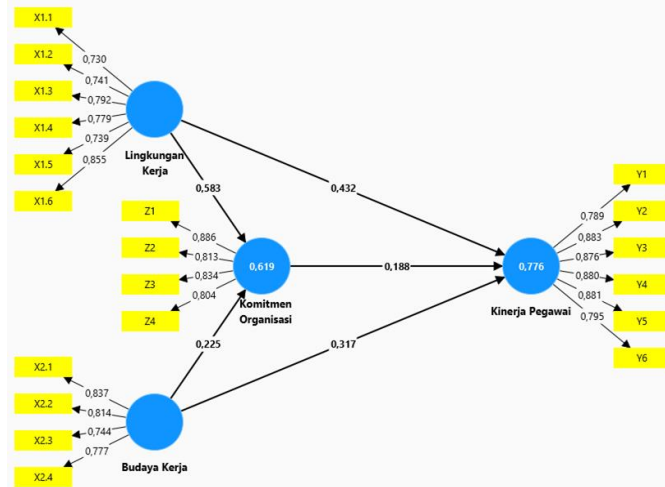


Figure 1 Hypothesis Test Results

Based on the image above, the results of hypothesis testing using the *Smart PLS* application are presented in the table as follows:

Table 4 Research Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistich (1 O/STDEV)	P Values
X ₁ . Work environment -> Z Organizational commitment	0.583	0.578	0.162	3,595	0,000
X ₁ . Work environment -> Y Employee performance	0.432	0.420	0.135	3,210	0,001
X ₂ . Work culture -> Z Organizational commitment	0.225	0.22+	0.173	2,300	0,031
X ₂ . Work culture -> Y Employee performance	0.317	0.321	0.134	2,372	0,018

Z Organizational commitment -> Y Employee performance	0.188	0.195	0.087	2,201	0.001
--	-------	-------	-------	-------	--------------

Based on the table above, the results of the hypothesis test are presented as follows:

- 1) **Hypothesis 1** . The work environment (X_1) has a significant effect on organizational commitment (Z)
The results of the first hypothesis test by referring to the original positive *sample value* (0.583) with a *p value* of **0.000** (< 0.05), it can be concluded that the work environment (Z) has a significant positive effect on organizational commitment (Z) at the Bondowoso Regency Trade and Industry Office. . Thus **Hypothesis 1 is accepted** .
- 2) **Hypothesis 2** . Work culture (X_2) has a significant effect on organizational commitment (Z)
The results of the second hypothesis test by referring to the *original sample value* , which is positive (0.225) with a *P value* of **0.031** (< 0.05), it can be concluded that work culture (X_2) has a significant positive effect on organizational commitment (Z) at the District Cooperation and Trade Office. Bondowoso. Thus **Hypothesis 2 is accepted**.
- 3) **Hypothesis 3** . The work environment (X_1) has a significant effect on employee performance (Y)
The results of the third hypothesis test refer to the *original sample value* , which is positive (0.432) with a *P value* of **0.001** (< 0.05), so it can be concluded that the work environment (X_1) has a significant positive effect. on the performance of Bondowoso Regency Diskoperindag (Y) employees. Thus **Hypothesis 3 is accepted**.
- 4) **Hypothesis 4** . Work culture (X_2) has a significant effect on employee performance (Y)
The results of the fourth hypothesis test by referring to the *original sample value* , namely positive (0.317) with a *P value* of **0.018** (< 0.05), it can be concluded that work culture (X_2) has a significant effect on employee performance (Y) at the Bondowoso Regency Trade and Industry Office. . Thus **Hypothesis 4 is accepted**.
- 5) **Hypothesis 5** . Organizational commitment (Z) has a significant effect on employee performance (Y)
The results of the fifth hypothesis test by referring to the *original sample value* , namely positive (0.188) with a *P value* of **0.031** (< 0.05), it can be concluded that organizational commitment (Z) has an effect significant impact on the performance of Bondowoso Regency Diskoperindag employees. Thus **Hypothesis 5 is accepted** .

Indirect Influence Research Hypothesis Testing / Testing Through Intervening Variables

The presentation of the research hypothesis test table (indirect influence) is presented as follows:

Table 5 Research Hypothesis Testing Through Intervening

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistich (O/STDEV)</i>	<i>P Values</i>	<i>Note</i>
X₁ Work environment -> Z Organizational commitment -> Y Employee performance	0.110	0.109	0.055	2,006	0.048	<i>Partial Mediation</i>
X₂ Work culture -> Z Organizational commitment -> Y Employee performance	0.042	0.047	0.045	1,970	0.045	<i>Partial Mediation</i>

- 1) **Hypothesis 6** . The work environment (Z) has a significant effect on employee performance (Y) through organizational commitment (Z)
The results of the sixth hypothesis test by referring to the *original sample value* , namely (0.110) with a *P value* of **0.045** (< 0.05), it can be concluded that the work environment (X_1) has a significant effect on the performance of Bondowoso Regency Trade and Trade Office employees. through organizational commitment (Z) has a significant effect. Thus **Hypothesis 6 is accepted** .
- 2) **Hypothesis 7** . Work culture (Y) has a significant effect on employee performance (Y) through organizational commitment (Z)
The results of the seventh hypothesis test by referring to the *original sample value* , namely (0.042) with a *P value* of **0.048** (> 0.05), it can be concluded that work culture (X_1) has an influence on the performance of employees of the Bondowoso District Cooperation and Trade Office through organizational commitment (Z). significant. Thus **Hypothesis 7 is accepted** .

4.6 Interpretation

Organizational commitment is a benchmark for developing and improving the performance of Bondowoso Regency Trade and Trade Office employees in the future. Organizational commitment can mediate the correlation effect between work environment and work culture variables on employee performance, this can show the relationship between organizational commitment and employee performance at the Bondowoso Regency Cooperatives, Industry and Trade Service . This research was conducted to determine the extent of factors such as work environment and work culture in determining the level of organizational commitment, primarily to improve the performance of employees of the Bondowoso Regency Cooperatives, Industry and Trade Service .

4.6.1 Influence of the work environment on organizational commitment

The results of this research show that there is a significant positive influence of the work environment on organizational commitment at the Bondowoso District Cooperation and Trade Office. The work environment referred

to in this research includes several important indicators. First, adequate facilities and infrastructure, including physical facilities that support work productivity. Second, good lighting in the workplace, which plays an important role in work comfort and efficiency. Third, good air circulation, which contributes to employee health and comfort. Fourth, controlled noise levels, which affect concentration and productivity. Fifth, clean the work environment, including controlling unpleasant odors. Lastly, there is the security aspect in the workplace, which provides a sense of security for employees in carrying out their duties.

The indicators that were most agreed upon by male respondents aged between 41-50 were suggestions and infrastructure. This shows that work support facilities and infrastructure are in accordance with employee needs. Apart from that, even though it did not fully meet respondents' expectations, at least during the last 2 periods there has been a lot of improvement in the quality of work facilities and infrastructure at the Bondowoso Regency Trade and Industry Office. This shows that efforts to improve the quality of the work environment at the Bondowoso District Cooperation and Trade Office have succeeded in creating conditions that support the growth of organizational commitment among employees. A work environment that is comfortable, safe and supports productivity has been proven to increase employees' sense of belonging and loyalty to the organization.

These findings have important implications for the management of the Bondowoso Regency Diskoperindag. First, these results emphasize the importance of continuous investment in the improvement and maintenance of the work environment. Second, this shows that strategies for increasing organizational commitment are not only limited to factors such as compensation or career development, but must also consider physical and non-physical aspects of the work environment.

To maintain and increase this positive influence, the Bondowoso Regency Office of Trade and Industry needs to continue to carry out regular evaluations of the quality of the work environment. This can include employee satisfaction surveys on aspects of the work environment, occupational health and safety audits, and planning regular facility improvements. By maintaining a focus on improving the quality of the work environment, organizations can expect further increases in organizational commitment, which in turn can have a positive impact on productivity, employee retention, and overall organizational performance. The results of this research support previous research by Hasan, AA, & Putri, ER (2023), Farida, L., Sawitri, D., & Muawanah, U. (2022) stating that the work environment has a significant effect on organizational commitment

4.6.2 Influence of work culture on organizational commitment

The results of this research show that there is a significant positive influence of work culture on organizational commitment at the Bondowoso District Cooperation and Trade Office. The work culture referred to in this research includes several important indicators. First, innovation and risk taking, which shows the extent to which the organization encourages creativity and courage in making decisions. Second, attention to detail, which reflects the level of thoroughness and accuracy in carrying out tasks. Third, consistency, which describes the harmony between the values adhered to and daily work practices. Lastly, employee involvement, which shows the extent to which the organization involves employees in decision making and work processes.

The indicators with the highest affirmative responses chosen by male respondents who had a Bachelor's degree were innovation and risk taking, which are now starting to be given freedom to employees, of course with the aim of increasing commitment which ultimately improves performance. This effort is also intended to build and strengthen the work culture at the Bondowoso District Cooperation and Trade Office and has succeeded in increasing organizational commitment among employees. A work culture that supports innovation, respects thoroughness, maintains consistency, and involves employees has been proven to increase employees' sense of belonging and loyalty to the organization.

These findings have important implications for the management of the Bondowoso Regency Diskoperindag. First, these results emphasize the importance of ongoing efforts in building and strengthening a positive work culture. Second, this shows that strategies for increasing organizational commitment must consider aspects of work culture as significant influencing factors.

To maintain and increase this positive influence, the Bondowoso Regency Diskoperindag needs to continue to evaluate and develop work culture. This can include programs that encourage innovation, training that increases rigor in work, efforts to maintain consistency between values and practices, and initiatives that increase employee involvement in the decision-making process. By maintaining a focus on developing a positive work culture, organizations can expect further increases in organizational commitment, which in turn can have a positive impact on overall organizational performance, productivity, and employee retention. The results of this research support the findings of previous research by Cahyaningrum, EI, & Prayekti, P. (2022). Syamsibar, H. (2022). Ayal, A., Tawal, B., & Trang, I. (2019) stated that work culture has a significant effect on organizational commitment

4.6.3 Influence of the work environment on employee performance

The results of this research show that there is a significant positive influence of the work environment on employee performance at the Bondowoso District Cooperation and Trade Office. The work environment referred to in this research includes several important indicators, as discussed previously. This includes adequate facilities and infrastructure, good lighting, good air circulation, controlled noise levels, clean work environment, and safety aspects in the workplace. All of these aspects are proven to have a direct impact on employee performance.

This significant positive influence shows that efforts to improve the quality of the work environment at the Bondowoso Regency Trade and Industry Office have succeeded in improving employee performance. A work environment that is comfortable, safe and supports productivity has been proven to be able to improve various aspects of employee performance, such as quantity of work, quality of work, job knowledge, discipline, creativeness and cooperation.

These findings have important implications for the management of the Bondowoso Regency Diskoperindag. First, these results emphasize the importance of continuous investment in improving and maintaining the work environment as a strategy for improving employee performance. Second, this shows that efforts to improve performance are not only focused on developing individual competencies, but must also consider supporting work environment factors.

To maximize this positive influence, the Bondowoso Regency Office of Trade and Industry needs to continue to evaluate and improve the work environment on a regular basis. This may include regular audits of the physical condition of the workplace, development of policies that support a healthy and productive work environment, and employee involvement in the process of planning and implementing work environment improvements. By maintaining a focus on improving the quality of the work environment, organizations can expect continuous improvements in employee performance, which in turn will contribute to the achievement of overall organizational goals. The results of this research support the results of previous research conducted by Hasan, AA, & Putri, ER (2023), Farida, L., Sawitri, D., & Muawanah, U. (2022). Desi, D.E. (2020). Budi, SH, Choerudin, A., & Winarna, W. (2016) stated that the work environment has a significant effect on employee performance.

4.6.4 Influence of work culture on employee performance

The results of this research show that there is a significant positive influence of work culture on employee performance at the Bondowoso District Cooperation and Trade Office. The work culture referred to in this research includes several important indicators, as discussed previously. This includes innovation and risk-taking, attention to detail, consistency, and employee engagement. All aspects of this work culture have been proven to have a direct impact on employee performance at the Bondowoso Regency Trade and Industry Office.

This significant positive influence shows that efforts to build and strengthen the work culture at the Bondowoso District Cooperation and Trade Office have succeeded in improving employee performance. A work culture that encourages innovation, respects accuracy, maintains consistency, and involves employees has been proven to be able to improve various aspects of employee performance, including quantity and quality of work, work knowledge, discipline, creativity, and cooperation.

These findings have important implications for the management of the Bondowoso Regency Diskoperindag. First, these results emphasize the importance of ongoing efforts in building and strengthening a positive work culture as a strategy for improving employee performance. Second, this shows that efforts to improve performance must consider aspects of work culture as factors that have a significant influence.

To maximize this positive influence, the Bondowoso Regency Office of Trade and Industry needs to continue to evaluate and develop work culture. This can include programs that encourage innovation and creativity, training that increases rigor in work, efforts to maintain consistency between values and practices, and initiatives that increase employee involvement in the decision-making process. By maintaining a focus on developing a positive work culture, organizations can expect continuous improvement in employee performance, which in turn will contribute to achieving overall organizational goals and increasing the competitiveness of the Bondowoso Regency Diskoperindag. The results of this research support previous research conducted by Bramidha, Y., & Hidayah, S. (2023), Syamsibar, H. (2022). Eid, I., Razak, M., & Alam, S. (2021). Budi, SH, Choerudin, A., & Winarna, W. (2016) stated that work culture has a significant effect on employee performance.

4.6.5 The Effect of Organizational Commitment on Employee Performance

The results of this research show that there is a significant relationship between organizational commitment and employee performance at the Bondowoso District Cooperation and Trade Office. Organizational commitment in this research is influenced by several indicators, namely personal factors, job characteristics, structural characteristics, and work experience. Personal factors refer to individual aspects such as age, gender, education level, and personality that can influence a person's level of commitment to the organization.

Job characteristics are the second indicator that influences organizational commitment. This includes aspects such as the variety of tasks, the level of challenge in the job, and the autonomy that employees have in carrying out their duties. Work that is interesting and provides opportunities for development tends to increase employee commitment to the organization.

The characteristics of organizational structure also play an important role in forming organizational commitment. This includes the size of the organization, the level of centralization, and the decision-making process. An organizational structure that supports employee participation and good communication can increase a sense of ownership and commitment to the organization.

Work experience is the final indicator that influences organizational commitment. This includes experiences while working in an organization, including interactions with coworkers, satisfaction with organizational policies, and feeling valued by the organization. Positive work experiences tend to increase employee commitment to the organization.

Based on the results of this research, it can be concluded that organizational commitment has an important role in improving employee performance at the Bondowoso District Cooperation and Trade Office. Therefore, management needs to pay attention to factors that influence organizational commitment to improve overall employee performance. Steps such as creating a conducive work environment, providing career development opportunities, and implementing policies that support employee welfare can be effective strategies for increasing organizational commitment and ultimately have a positive impact on employee performance. The results of this research support the findings of previous research by Hasan, AA, & Putri, ER (2023), Bramidha, Y., & Hidayah, S. (2023). Farida, L., Sawitri, D., & Muawanah, U. (2022). Idul, I., Razak, M., & Alam, S. (2021) stated that organizational commitment has a significant effect on employee performance.

4.6.6 Influence of the work environment on employee performance through organizational commitment

The results of the sixth hypothesis test show that the work environment (X1) has a significant influence on the performance of Bondowoso Regency Diskoperindag employees through organizational commitment (Z). The work environment in this research is measured through several important indicators. First, facilities and infrastructure, which include the availability and quality of facilities that support employee work. Second, lighting or light in the workplace, which plays an important role in work comfort and efficiency. Third, air circulation, which affects employee health and comfort while working.

The fourth indicator is the noise level in the work environment, which can affect employee concentration and productivity. Fifth, unpleasant odors, which if present can interfere with work comfort and focus. Lastly, safety in the workplace, which includes aspects of the physical and psychological safety of employees.

The results of this research indicate that a good work environment can increase employees' organizational commitment, which in turn has a positive impact on their performance. A comfortable, safe, and supportive work environment tends to make employees feel more connected to the organization, increasing their loyalty, and ultimately driving better performance.

These findings emphasize the importance for the Bondowoso Regency Diskoperindag to pay attention to and improve the quality of the work environment. Steps such as ensuring adequate infrastructure, adequate lighting, good air circulation, minimizing noise and unpleasant odors, and ensuring work safety can be a priority in efforts to increase organizational commitment and employee performance.

Overall, the results of this research provide valuable insight for the management of the Bondowoso Regency Diskoperindag in designing strategies to improve employee performance. By focusing on improving the work environment, organizations can indirectly improve employee performance through strengthening organizational commitment. This shows the importance of a holistic approach in human resource management, where work environmental factors are not only seen as physical aspects, but also as key elements in building commitment and improving employee performance. These results support the results of previous research by Hasan, AA, & Putri, ER (2023), Farida, L., Sawitri, D., & Muawanah, U. (2022). Budi, SH, Choerudin, A., & Winarna, W. (2016) stated that the work environment influences employee performance through commitment as an intervening variable

4.6.7 The influence of work culture on employee performance through organizational commitment

The results of the seventh hypothesis test show that work culture (X1) has a significant influence on the performance of Bondowoso Regency Diskoperindag employees through organizational commitment (Z). Work culture in this research is measured through several important indicators. First, innovation and risk taking, which reflects the extent to which the organization encourages employees to innovate and dare to take risks in their work. This indicator shows the level of flexibility and adaptability of the organization to change.

Second, attention to detail, which describes the level of thoroughness and accuracy expected from employees in carrying out their duties. This indicator is important to ensure high quality of work and minimize errors.

Third, consistency, which refers to the extent to which an organization maintains consistent work standards and practices. Consistency in work culture can help create a stable and predictable environment, which in turn can increase employee commitment.

Lastly, involvement, which shows the level of employee participation in decision making and work processes. High engagement can increase employees' sense of belonging to the organization, potentially increasing their commitment.

The results of this research indicate that a positive work culture can increase employees' organizational commitment, which in turn has a positive impact on their performance. A work culture that encourages innovation, pays attention to detail, is consistent, and involves employees tends to create a work environment that supports and increases employees' sense of attachment to the organization.

These findings emphasize the importance for the Bondowoso District Cooperation and Trade Office to build and maintain a positive work culture. Steps such as encouraging creativity and innovation, setting high quality standards, maintaining consistency in work practices, and involving employees in decision making can be priorities in efforts to increase organizational commitment and employee performance.

Overall, the results of this research provide valuable insight for the management of the Bondowoso Regency Diskoperindag in designing strategies to improve employee performance. By focusing on developing a positive work culture, organizations can indirectly improve employee performance through strengthening organizational commitment. This shows the importance of a holistic approach in human resource management, where work culture is not only seen as an aspect of soft skills, but also as a key element in building commitment and improving employee performance. The results of this research support previous research by Syamsibar, H. (2022). Ayal, A., Tewal, B., & Trang, I. (2019). Budi, SH, Choerudin, A., & Winarna, W. (2016) stated that work culture influences employee performance through commitment as an intervening variable.

5. CONCLUSION

5.1 Conclusion

Based on the results of the analysis and discussion previously described, several conclusions can be drawn from the overall research results, namely as follows:

1. The work environment has a significant effect on the organizational commitment of the Bondowoso District Cooperation and Trade Office. This shows that the better the working environment conditions, the higher the level of organizational commitment of Bondowoso Regency Trade and Trade Office employees.

2. Work culture has a significant influence on the organizational commitment of the Bondowoso District Cooperation and Trade Office. This shows that the stronger and more positive the work culture that is implemented, the higher the level of organizational commitment of Bondowoso Regency Diskoperindag employees.
3. The work environment has a significant effect on the performance of Bondowoso Regency Diskoperindag employees. This shows that the better and more conducive the work environment is, the more the performance of the employees of the Bondowoso Regency Cooperation and Trade Office will increase.
4. Work culture has a significant effect on the performance of Bondowoso Regency Diskoperindag employees. This shows that the stronger and more positive the work culture that is implemented, the more the performance of Bondowoso Regency Diskoperindag employees will improve.
5. Organizational commitment has a significant effect on the performance of the employees of the Bondowoso Regency Trade and Industry Department. This shows that the higher the level of employee organizational commitment, the more their performance will increase at the Bondowoso District Cooperation and Trade Office.
6. The work environment has a significant effect on employee performance through organizational commitment at the Bondowoso District Cooperation and Trade Office. This shows that these findings emphasize the important role of organizational commitment as a mediator. This means that efforts to improve the environment must be accompanied by strategies to increase employee commitment to the organization in order to be effective in improving performance.
7. Work culture has a significant effect on employee performance through organizational commitment at the Bondowoso District Cooperation and Trade Office. These findings emphasize the important role of organizational commitment as a mediator. This means that efforts to improve work culture must be accompanied by strategies to increase employee commitment to the organization in order to be effective in improving performance.

5.2 Implications

Based on the research conclusions that have been described, the following are several practical implications that can be implemented by the management of the Bondowoso District Cooperation and Trade Office:

The first implication relates to the importance of creating a conducive work environment at the Bondowoso Regency Trade and Industry Department. Management needs to focus on improving the quality of work facilities, adequate lighting, good air circulation, and minimizing noise. Apart from that, aspects of work safety and comfort must also be a priority. By doing this, it is hoped that it can significantly increase organizational commitment and employee performance.

The second implication emphasizes the importance of building and strengthening a positive work culture. The management of the Bondowoso Regency Trade and Industry Department needs to encourage innovation and measurable risk taking among employees. Attention to detail in work must be increased, and consistency in the application of policies and procedures must be maintained. Employee involvement in decision making also needs to be increased to build a sense of ownership of the organization.

The third implication relates to strategies for increasing organizational commitment. Management needs to develop programs that can increase employee loyalty and engagement with the organization. This can include career development programs, training, and fair reward systems. Apart from that, open and transparent communication between management and employees also needs to be improved to build trust and commitment.

The fourth implication focuses on developing an effective performance management system. The Bondowoso Regency Diskoperindag needs to design and implement an objective and transparent performance assessment system. Setting clear and measurable performance targets for each employee is also important. In addition, providing regular, constructive feedback to employees can help improve their performance on an ongoing basis.

The fifth implication relates to the development of employee training and development programs. Management needs to design training programs that suit the needs of the organization and employees. The development of technical skills and soft skills must be the main focus in this program. Apart from that, providing opportunities to attend seminars, workshops or further studies can also increase employee competence and commitment.

The sixth implication emphasizes the importance of managing work stress and employee welfare. The Bondowoso Regency Department of Trade and Industry needs to develop a stress management and mental health program for employees. Providing sports facilities or relaxation rooms in the workplace can help reduce employee stress levels. In addition, counseling and psychological support programs also need to be provided to help employees overcome personal or work problems that may affect their performance.

The seventh implication relates to the development of an effective reward and recognition system. Management needs to design a fair and transparent reward system based on employee performance. Providing financial and non-financial incentives needs to be considered to increase employee motivation. Apart from that, recognition of employee achievements through employee of the month programs or annual awards can also increase work morale and organizational commitment.

6. REFERENCES

- Arianto, D.A.N. 2013. Pengaruh Kedisiplinan, Lingkungan Kerja Dan Budaya. Kerja Terhadap Kinerja Tenaga Pengajar. *Jurnal Economia*, Volume 9
- Arikunto, S. (2016). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Ayal, A., Tewal, B., & Trang, I. (2019). Pengaruh Budaya Organisasi Dan Kualitas Kehidupan Kerja Terhadap Komitmen Organisasi Di Kantor Kecamatan Sonder. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 7(4).
- Bahri, S. (2019). Pengaruh penempatan, motivasi, dan lingkungan kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 16-30.
- Bangun, Wlison. 2014. *Manajemen Sumber Daya Manusia*. Alfabeta, Bandung.
- Bramidha, Y., & Hidayah, S. (2023). Pengaruh Stres Kerja Dan Lingkungan Kerja Terhadap Organizational Citizenship Behavior Dengan Komitmen Organisasi Sebagai Variabel Mediasi (Studi Empiris Pada Dinas Koperasi Dan Usaha Kecil Menengah Provinsi Jawa Tengah). *JURNAL EKONOMI MANAJEMEN AKUNTANSI*, 29 (53).
- Budi, S. H., Choerudin, A., & Winarna, W. (2016). Pengaruh Budaya Kerja dan Lingkungan Kerja terhadap Kinerja melalui Motivasi dan Komitmen Organisasi (Studi di Komisi Pemilihan Umum Kabupaten Karanganyar). *Kelola*, 3(1), 24-33.
- Cahyaningrum, E. I., & Prayekti, P. (2022). Pengaruh Budaya Organisasi dan Motivasi Intrinsik terhadap Komitmen Afektif dengan Kepuasan Kerja sebagai Variabel Pemediasi pada Karyawan Dinas Koperasi dan UKM Kabupaten Sleman. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 4(4), 1107-1121.
- Danang, Sunyoto. (2015). *Penelitian Sumber Daya Manusia*. Jakarta: Buku. Seru.
- Darmadi, Hamid. 2013. *Metode Penelitian Pendidikan dan Sosial*. Bandung: Alfabeta.
- Desi, D. E. (2020). Pengaruh motivasi kerja, lingkungan kerja dan disiplin kerja terhadap kinerja pegawai Dinas Koperasi Perindustrian dan Perdagangan Kabupaten Kerinci. *Jurnal Akuntansi Dan Ekonomika*, 10(2), 221-230.
- Dessler, G. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Dianantari, N. M. Y., Yuesti, A., Sudja, I. N., & Latupeirissa, J. J. P. (2019). Pengaruh pelatihan, motivasi, dan budaya kerja terhadap kinerja karyawan di PDAM Tirta Mangutama Kabupaten Badung. *JSAM (Jurnal Sains, Akuntansi dan Manajemen)*, 1(4), 637-647.
- Effendy, Onong Uchjana. 2015. *Ilmu, Komunikasi Teori dan Praktek*. Komunikasi. Bandung: PT. Citra Aditia Bakti
- Fahmi, Irham. (2016). *Pengantar Manajemen Sumber Daya Manusia Konsep dan Kinerja*. Mitra Wacana Media: Jakarta.
- Farida, L., Sawitri, D., & Muawanah, U. (2022). Komitmen Memediasi Motivasi Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan Dinas Koperasi, Usaha Mikro, Perdagangan dan Perindustrian Kabupaten Probolinggo. *ULIL ALBAB: Jurnal Ilmiah Multidisiplin*, 1(10), 3642-3659.
- Farida, Nugrahani. (2014). *Metode Penelitian Kualitatif dalam Penelitian*. Pendidikan Bahasa. Surakarta:
- Ghozali, Imam. 2011. "Aplikasi Analisis Multivariate Dengan Program SPSS". Semarang: Badan Penerbit Universitas Diponegoro.
- Gomes, Faustino Cardoso, 2013, *Manajemen Sumber Daya Manusia*, Andi, Yogyakarta.
- Griffin, Ricky W., and Moorhead, Gregory., 2014. *Organizational Behavior: Managing People and Organizations*. Eleventh Edition. USA: South
- Handoko, T. Hani. 2014. *Manajemen Personalia dan Sumber Daya Manusia*. BPFE, Yogyakarta.
- Hasibuan, Malayu. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi. Aksara.
- Idul, I., Razak, M., & Alam, S. (2021). Pengaruh Kecerdasan Emosional, Budaya Kerja Dan Komitmen Pegawai Terhadap Kinerja Pegawai Pada Dinas Koperasi Dan UMKM Kabupaten Pinrang. *Jurnal Bisnis dan Kewirausahaan*, 10(4), 322-330.
- Keputusan Menteri Kesehatan No. 261/MENKES/SK/II/1998 Tentang: Persyaratan Kesehatan Lingkungan Kerja
- Kharis, I. (2015). *Pengaruh gaya kepemimpinan transformasional terhadap kinerja karyawan dengan motivasi kerja sebagai variabel intervening (studi pada karyawan bank jatim cabang malang)* (Doctoral dissertation, Brawijaya University).
- Kreitner, Robert dan Angelo Kinicki. 2014. *Perilaku Organisasi*. Edisi 9. Buku 1. Jakarta: Salemba Empat.
- Luthans, Fred. 2011. *Perilaku organisasi*. Yogyakarta : Andi.
- Luthans, Fred. (2015). *Perilaku Organisasi*. Edisi Bahasa Indonesia. Yogyakarta

- Mangkunegara, Anwar Prabu. 2014. Manajemen Sumber Daya Manusia. Perusahaan.PT. Remaja
- Mangkunegara, Anwar Prabu. 2017. Manajemen Sumber Daya Manusia. Perusahaan, Bandung : Remaja Rosdakarya.
- Mangkunegara, Anwar Prabu. 2013, Manajemen Sumber Daya Manusia. Perusahaan. Bandung: PT. Remaja Rosda Karya.
- Moeliono, Djokosantoso. 2013, Budaya Korporat dan Keunggulan Korporasi,. Jakarta. Penerbit PT. Elex Media Kompotindo,
- Mondy dan Noe, 2015, Human Resource Management, Tenth Edition, Jilid I,. Penerjemah Bayu Airlangga, M.M., Erlangga, Jakarta.
- Nitisemito (2015). Manajemen Sumber Daya Manusia.Bandung: Pustaka. Setia.
- Nurlaila. (2012). Manajemen Sumber Daya Manusia. Ternate: LepKhair.
- Penelitian Hasan, A. A., & Putri, E. R. (2023). Pengaruh Pemberdayaan Pegawai Dan Lingkungan Kerja Terhadap Efektivitas Kerja Pegawai Dengan Komitmen Organisasi Sebagai Variabel Moderasi Pada Dinas Koperasi, Ukm, Perdagangan, dan Tenaga Kerja Pemerintah Daerah Kabupaten Pasaman. *Innovative: Journal Of Social Science Research*, 3(4), 1404-1416.
- Rivai, Veithzal. 2014, Manajemen Sumber Daya Manusia untuk Perusahaan, Cetakan. Pertama, Jakarta: PT. Raja Grafindo Persada.
- Robbins dan Judge, 2011, Perilaku Organisasi, Edisi 12, Salemba Empat.
- Robbins, S.P dan Judge T.A. 2015. Perilaku Organisasi. Jakarta: Salemba Empat.
- Robbins, Stephen P. dan Timothy A. Judge. 2014. Perilaku Organisasi. (Organizational Behavior). Edisi 12. Jakarta: Salemba Empat.
- Robbins, Stephen P. 2013. Organizational Behavior, New Jersey: Printice Hall. International Inc.
- Schein, Edgar H. 2012. Organizational Culture and Leadership. 5th Edition Jossey-Bass. US
- Sedarmayanti. (2016). Manajemen Sumber Daya Manusia. PT. Refika Aditama,. Bandung.
- Sedarmayanti. 2013. Manajemen Sumber Daya Manusia : Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil. Bandung. PT Refika Aditama.
- Sedarmayanti. 2015. Manajemen Sumber Daya Manusia. Bandung: Refika. Aditama
- Sipatu, L. (2013). Pengaruh motivasi, lingkungan kerja dan stres kerja terhadap kinerja perawat di ruang rawat inap RSUD Undata Palu. *Katalogis*, 1(1).
- Sopiah.2011, Perilaku Organisasional.: C.V Andi Offset, Yogyakarta.
- Sugiana, A. Gima. 2012. Metode Riset Bisnis dan Manajemen. Bandung: Guardaya Intimarta.
- Sugiyono (2015). Metode Penelitian Kombinasi (Mix Methods). Bandung: Alfabeta.
- Sugiyono. (2012). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.
- Sugiyono. (2014). Metode Penelitian Pendidikan Pendekatan Kuantitatif,. Kualitatif, dan R&D. Bandung: Alfabeta
- Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung : Alfabeta,
- Syamsibar, H. (2022). Pengaruh Budaya Kerja terhadap Kemampuan dan Komitmen Pegawai pada Kantor Bupati Takalar. *YUME: Journal of Management*, 5(2), 346-352.
- Taliziduhu, 2012, Pengantar teori Pengembangan Sumber Daya Manusia,. Rineka Cipta, Jakarta.
- Torang, Dr. Syamsir. 2014. Organisasi dan Manajemen. Bandung: ALFABETA.
- Wibowo. 2012. Manajemen Kinerja Edisi Ketiga, Cetakan Keenam, PT. Raja. Grafindo Persada, Jakarta.
- Wibowo. 2016. Manajemen kinerja. Jakarta: Rajawali Pers.