



The Effect of Work Environment on Employee Performance with Organizational Commitment as an Intervening Variable

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Abstract

This study aims to analyze the effect of work environment on employee performance with organizational commitment as an intermediary variable at the Bondowoso Regency Housing and Settlement Regional Office. This research uses a quantitative descriptive approach with path analysis. Data collection was done through questionnaires, observation, documentation, and direct interviews. This study uses saturated sampling (census) with 60 respondents who are employees of the Bondowoso Regency Housing and Settlement Regional Office. The results showed that: (1) work environment significantly affects organizational commitment; (2) work environment significantly affects employee performance; (3) organizational commitment significantly affects employee performance; (4) organizational commitment does not act as a mediator in the relationship between work environment and employee performance. The total coefficient of determination (R^2) shows that 90.2% of variation in employee performance can be explained by work environment and organizational commitment variables. These findings suggest that management should prioritize the creation and maintenance of a conducive work environment, as this directly affects employee performance, rather than focusing on building organizational commitment as an intermediary factor. This research contributes to the human resource management literature in public sector organizations, particularly regarding the direct relationship between work environment and employee performance.

Keyword: work environment, organizational commitment, employee performance, public sector, path analysis

1. Introduction

Human Resource Management (HRM) in the bureaucracy plays an important role in ensuring the efficiency and quality of public services. Its main roles include recruitment and placement of employees objectively, as well as training and development to improve competence. Human resource management according to Edison Emron, Dkk, (2020: 10) is management that focuses on maximizing the ability of employees or members through various strategic steps in order to improve employee / employee performance towards optimizing organizational goals. Another opinion also explains that human resources is a management activity that includes utilization, development, assessment, provision of compensation for humans as individual members of an organization or business company (Sadili Samsudin, 2019: 22).

According to Afandi (2017) The work environment is something that exists in the environment of workers who can affect him in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and adequate at least work equipment. The work environment is everything that is around the workers / employees who can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing the tasks assigned to employees in order to improve employee work in a company.

Allen and Meyer in Darmawan (2013) state that organizational commitment is a concept that has three dimensions, namely affective commitment, continuing commitment, and normative commitment. Robbins and Judge (2011) say that organizational commitment is defined as the relative strength of an individual in identifying his involvement in an organizational part characterized by

acceptance of organizational values and goals, willingness to strive for the organization and desire to maintain his membership in the organization.

According to Fahmi (2014) performance is the result obtained by an organization, both profit oriented and non-profit oriented organizations produced during one period of time. Meanwhile, according to Bangun (2012), performance is a process carried out by the organization to evaluate or assess the success of employees in carrying out their duties. Assessment can be done by comparing the work achieved by employees with job standards if the work results obtained reach or exceed job standards, it can be said that the performance of an employee is in a good category. Vice versa, if the results of the work do not reach the job standards, it is included in the performance that is not good or low performing.

Based on the theoretical study built by referring to the references that have been described, this study identifies a variety of empirical findings related to the factors that influence employee performance. Several previous studies support the positive relationship between organizational factors and performance, such as research by Wijaya and Supartha (2022) which shows that organizational climate has a positive and significant effect on employee performance; Ramadhan (2021) proves that organizational commitment significantly improves employee performance; and Nugraha et al. (2023) found a significant positive effect between the work environment and performance.

Based on the performance theory above and supported by the results of previous research, the research object chosen was the Bondowoso Regency Housing, Settlement, Cipta Karya and Spatial Planning Office. The Bondowoso Regency Housing, Settlement, Cipta Karya and Spatial Planning Office is experiencing problems in four main areas that face challenges with varying realization targets. The phenomenon of settlement and housing management in Bondowoso Regency shows the complexity of challenges in efforts to develop decent and sustainable residential areas.

This phenomenon reflects the urgency of a comprehensive approach that integrates institutional capacity building, infrastructure development, regulatory strengthening, and community empowerment in an effort to realize decent and sustainable settlements in Bondowoso District. The conclusion of the phenomenon obtained is "The lack of effectiveness of employee performance in carrying out their duties and functions, so researchers try to raise several important factors to improve performance and minimize existing problems. These factors include the work environment on organizational commitment which has an impact on the performance of employees of the Bondowoso Regency Housing, Settlement, Cipta Karya and Spatial Planning Office. In addition, a less conducive work atmosphere, such as lack of coordination between sections, top-down communication without constructive feedback, and uneven workload, also affects employee comfort and productivity. This situation increases the potential for work errors, delays in completing tasks, and decreased job satisfaction, which in turn contributes to the overall low effectiveness of employee performance.

The working environment at the Bondowoso Regency Housing, Settlement, Human Settlement, and Spatial Planning Office shows dynamics that need to be addressed. The available work facilities are not yet fully adequate to support the effective implementation of employee tasks, both in terms of physical facilities such as work space, equipment, and comfort, as well as information technology support relevant to the tasks of spatial planning and supervision.

The next factor related to organizational commitment at the Bondowoso Regency Housing, Settlement, Human Settlement, and Spatial Planning Office appears to be uneven across all lines of employees. Although some employees show high dedication, there are still many who work only to fulfill administrative obligations without showing a sense of belonging to the institution. The low level of emotional involvement and loyalty to the organization's vision and mission has resulted in weak motivation to contribute optimally. This is exacerbated by the lack of clarity of internal policy direction, minimal employee involvement in strategic decision-making, and the absence of a fair and transparent reward and punishment system. As a result, employees become passive, lack initiative, and show inconsistent performance, which directly hinders the achievement of the organization's strategic targets.

2. Methods

This research uses a quantitative descriptive approach, where the data analysis process is carried out descriptively based on the results of observations, questionnaires, documentation, and direct interviews by researchers. The data collected will be analyzed systematically to provide an in-

depth picture of the research focus, namely the work environment, work commitment, and employee performance at the Public Housing and Settlement Area Office of Bondowoso Regency.

The sampling technique used in this study was Saturated Sampling (census), where the sample in the study was 60 respondents who were employees of the Bondowoso Regency Public Housing and Settlement Area Office. This study uses several variables, namely Work Environment (X) as an independent variable, Organizational Commitment (Z) as an intervening variable, and Employee Performance (Y) as the dependent variable. The data analysis techniques used in this study are research instrument tests (validity and reliability tests), classical assumption tests, path analysis, and moderator variable effect detection tests (sobel tests).

3. Results and Discussion

No	Item	r_{hitung}	Description	Cronbach Alpha	Description
1	X1	0,812	Valid	0,910	Reliabel
	X2	0,852	Valid		Reliabel
	X3	0,779	Valid		Reliabel
	X4	0,824	Valid		Reliabel
	X5	0,773	Valid		Reliabel
	X6	0,747	Valid		Reliabel
	X7	0,874	Valid		Reliabel
2	Z1	0,901	Valid	0,785	Reliabel
	Z2	0,891	Valid		Reliabel
	Z3	0,733	Valid		Reliabel
3	Y1	0,930	Valid	0,957	Reliabel
	Y2	0,895	Valid		Reliabel
	Y3	0,959	Valid		Reliabel
	Y4	0,940	Valid		Reliabel
	Y5	0,900	Valid		Reliabel

Table 1. Validity and Reliability Test of Research Instruments

Source: Data analysis 2025

Based on Table 4.9, it can be seen that each indicator used has a calculated r value greater than 0.30, this means that the indicators used in this research variable are feasible or valid for use as data collectors. The test results also show that each variable has a Cronbach Alpha value greater than 0.60. So it can be concluded that all variables used in this study are reliable.

Testing	Variable	VIF	Description
Z	X	8,302	VIF < 10 No Multicollinearity
Y	X	8,868	VIF < 10
	Z	4,909	No Multicollinearity

Table 2. Collinearity Statistic

Source: Data analysis 2025

Based on the results of the Collinearity Statistic analysis, it is known that there is no multicollinearity in the model. This can be seen in the attachment that the VIF value of each variable is less than 10.

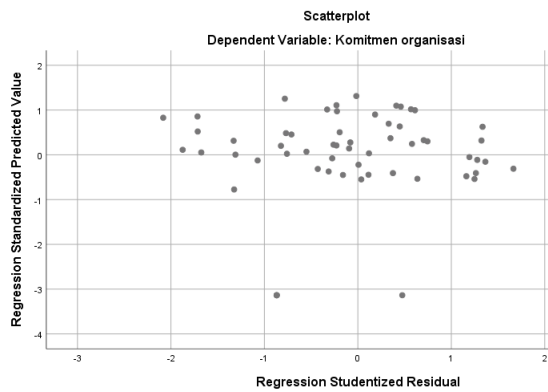


Fig. 1. Heteroscedasticity Test Results of the Effect of X on Z

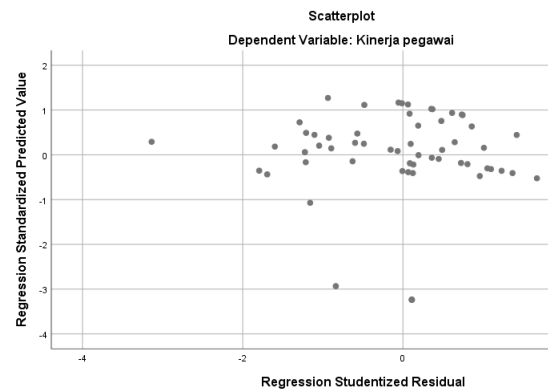


Fig. 2. Heteroscedasticity Test Results of the Effect of X and Z on Y

From the graph, it can be seen that the points spread randomly, do not form a certain clear pattern, and are spread both above and below the number 0 (zero) on the Y axis, this means that there is no deviation from the classical assumption of heteroscedasticity in the regression model made, in other words, it accepts the hypothesis of homoscedasticity.

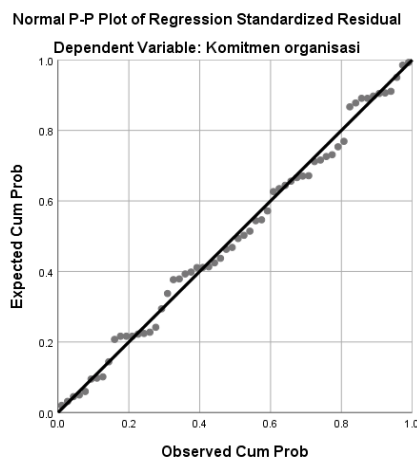


Fig. 3. Results of Normality Testing of Organizational commitment Variables

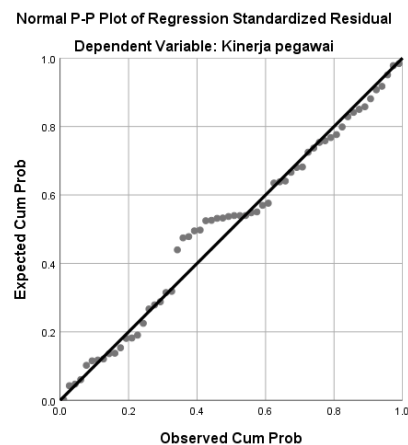


Fig. 4. Results of Normality Testing of Employee Performance Variables

From this figure, it is found that all data is normally distributed, the data distribution is around the diagonal line.

No.	Independent Variables	Dependent Variables	Beta (β)	t-score	p-value	Description
1.	Environment	Commitment	0,340	1,972	0,003	Significant
2.	Environment	Performance	0,281	2.393	0,014	Significant
3.	Commitment	Performance	0,513	5,319	0,034	Significant

Table 3. Path Coefficient Value of Direct Effect
Source: Data analysis 2025

Based on the table of direct effect path coefficient values, the Path Analysis equation is as follows:

$$Z = 0,340X_1 + 0,566X_2 + \varepsilon_1$$

$$Y = 0,281X_1 + 0,285X_2 + 0,513Z + \varepsilon_2$$

- a. The Effect of Work Environment Variables (X1) on Organizational Commitment (Z)

Based on Table 4.10, it can be seen that for testing the work environment variable (X1) on organizational commitment, the beta (β) value is 0.340 with a p-value of 0.003. Because the p-

value is smaller than α ($0.003 < 0.05$), H_a is accepted, thus there is a significant effect of work environment (X1) on organizational commitment (Z).

b. The Effect of Work Environment Variables (X1) on Employee Performance (Y)

Based on Table 4.11, it can be seen that for testing the work environment variable (X1) on employee performance (Y), the beta (β) value is 0.281 with a p -value of 0.014. Because the p -value is smaller than α ($0.014 < 0.05$), H_a is accepted, thus there is a significant effect of work environment (X1) on employee performance (Y).

c. Effect of Organizational Commitment Variable (Z) on Employee Performance (Y)

Berdasarkan Tabel 4.11 dapat dilihat untuk pengujian variabel komitmen organisasi (Z) on employee performance (Y) obtained a beta (β) value of 0.513 with a p -value of 0.034. Because the p -value is smaller than α ($0.034 < 0.05$), H_a is accepted, thus there is a significant effect of organizational commitment (Z) on employee performance (Y).

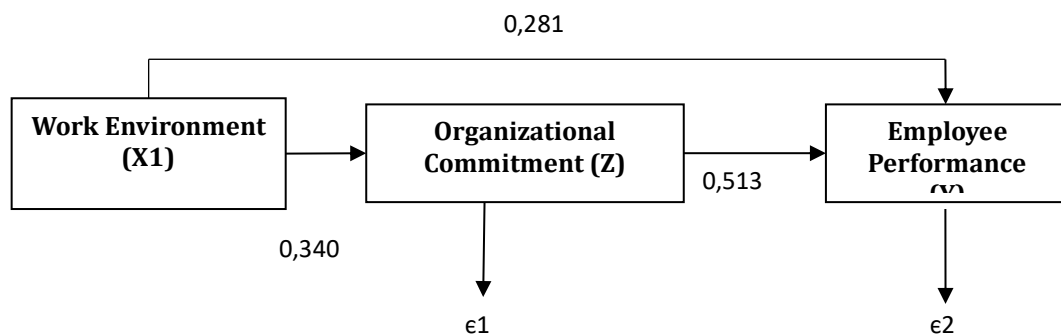


Fig. 5. Path Analysis Results

Based on the path coefficient test as in Table 4.11, the model in the form of a path diagram of the path coefficient test results is presented in Figure 4.1, the model can also be expressed in the form of equations (simultaneous equation system).

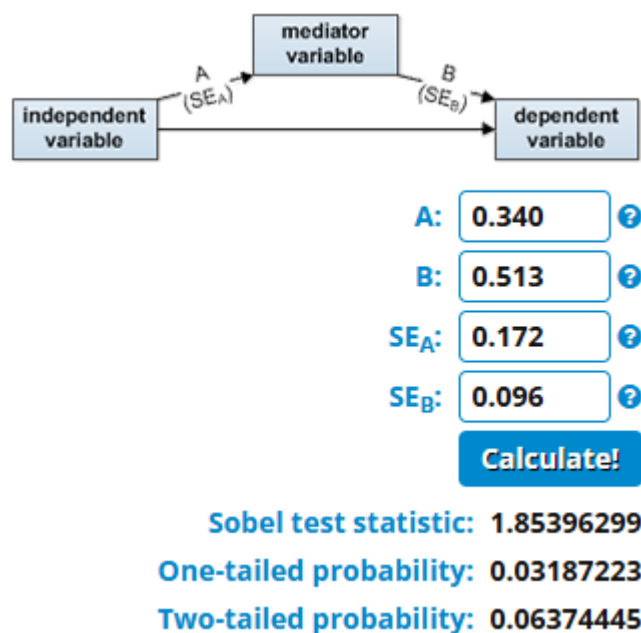


Fig. 6 Sobel Test Analysis Results Work environment variables on employee performance are mediated by organizational commitment.

Sumber: *Sobel Test Calculator 2023*

Based on the above calculations, the statistical value (z-value) for the effect of organizational commitment variables as intervening variables between work environment variables and employee

performance is 1.85396299 and significance at Two-tailed probability of 0.06374445. Because the p-value > $\alpha = 0.05$, it can be concluded that the work environment has no effect on employee performance through organizational commitment or H6 is rejected. This shows that organizational commitment does not have a mediating role between work environment variables on employee performance or called unmediated.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.892 ^a	.796	.789	.45918893	1.918

a. Predictors: (Constant), Work environment

b. Dependent Variable: Organizational commitment

Table 4. Coefficient of Determination of X against Z

Effect of ϵ_1 (variables other than X1 on Z)

$$= \sqrt{1 - R^2}$$

$$= \sqrt{1 - 0,796}$$

$$= \sqrt{0,204}$$

$$= 0,452 \text{ atau } 45,2\%$$

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.945 ^a	.894	.888	.33431925	2.241

a. Predictors: (Constant), Organizational commitment, Work environment

b. Dependent Variable: Employee performance

Table 5. Coefficient of Determination of X and Z on Y

Effect of ϵ_2 (variables other than X1 and Z on Y)

$$= \sqrt{1 - R^2}$$

$$= \sqrt{1 - 0,894}$$

$$= \sqrt{0,106}$$

$$= 0,326 \text{ atau } 32,6\%$$

$$\begin{aligned} \text{Total coefficient of determination : } R_m^2 &= 1 - P_{e1}^2 P_{e2}^2 \\ R_m^2 &= 1 - (0,452)^2 \cdot (0,326)^2 \\ &= 1 - (0,204 \cdot 0,106) \\ &= 1 - 0,098 \\ &= 0,902 \end{aligned}$$

The results of the path analysis calculation can be seen that the coefficient of determination R2 total obtained a value of 0.902. This means that 90.2% of variations in employee performance variables can be explained by work environment variables and organizational commitment while the remaining 9.8% is explained by other variables and errors that are not explained in this study.

Based on the test results, it is proven that the work environment has a significant effect on the organizational commitment of employees of the Public Housing and Settlement Areas Office of Bondowoso Regency. All work environment indicators show a high tendency to make a positive contribution to work comfort and productivity. The color of the room, cleanliness, lighting, air exchange, security, noise, and spatial layout all obtained mode scores in the "agree" category, which reflects that the physical work environment has been well managed and supports work activities optimally. An orderly layout and adequate lighting, for example, help to create an efficient and stress-free working atmosphere, while security and minimal noise contribute to a sense of security and comfort that strengthens employees' emotional commitment to the organization.

This finding is in line with the results of previous research by Setiawan and Ariani (2024) which states that the work environment has a positive and significant effect on organizational commitment at the Construction Services Development Center of the DIY PUPESDM Office. Support also comes from Wagiyono et al. (2020), which shows that the work environment has a significant influence, both directly and indirectly, on organizational commitment through work comfort as a psychological stimulus that builds a sense of employee attachment. Thus, the results of this study strengthen empirical evidence that improving and managing the work environment systematically can be an important strategy in increasing organizational commitment in the government sector.

Second, based on the test results, it is found that the work environment has a significant effect on the performance of employees of the Public Housing and Settlement Areas Office of Bondowoso Regency, so that hypothesis H3 is accepted. All work environment indicators consisting of room color, environmental cleanliness, lighting, air exchange, security, noise, and spatial layout make a positive contribution to a comfortable and productive work atmosphere. A clean and bright work environment, for example, not only supports the effectiveness of employee work, but also increases focus and work enthusiasm. Similarly, good spatial layout and air circulation provide sufficient space for movement and a fresh atmosphere that supports efficient and timely work activities.

This finding is in line with the research of Wagiyono et al. (2020) which concluded that the work environment has a significant effect on employee performance, both directly and through organizational commitment as a mediating variable. Biongan (2023) also found that the work environment has a positive and significant influence on employee performance at PDAM Gorontalo Regency. The same thing was stated by Nurkholifa and Budiono (2022), who stated that the work environment affects performance indirectly through increased organizational commitment. Even Sabilalo et al. (2020) also confirmed that although work motivation acts as a mediator, the work environment still has an impact on the performance of employees of local government organization bureaus. This accumulation of evidence further strengthens that good work environment management is a strategic key in improving the performance of state civil apparatus, especially in public service sectors such as housing and residential areas.

Furthermore, based on the test results, it is known that organizational commitment has a significant effect on the performance of employees of the Public Housing and Settlement Areas Office of Bondowoso Regency, so that hypothesis H5 is accepted. The three dimensions of organizational commitment consisting of affective commitment, continuance commitment, and normative commitment show that most respondents have a high level of emotional attachment to the organization, realize the benefits gained from continuing their working relationship, and feel a moral responsibility to continue to contribute to the agency. Employees who have affection for the workplace tend to be more dedicated and driven to give their best performance, while continuance and normative commitment strengthen loyalty and job stability, which in turn has a positive impact on achieving organizational targets.

This result is reinforced by the findings of Wagiyono et al. (2020) which states that organizational commitment has a significant effect on employee performance, both directly and as a mediating variable from the influence of the work environment and competence. Research by Budiman et al. (2023) also confirmed that organizational commitment makes a positive contribution to improving employee performance in the government sector. In addition, Sulaimiah and Abidin (2022) proved that organizational commitment is one of the main determinants in improving ASN performance in the regional bureaucracy. Thus, the results of this study further confirm that increasing organizational commitment should be a priority in human resource development strategies in the public sector.

Finally, based on the results of testing the sixth hypothesis, it is known that the work environment has no significant effect on employee performance through organizational commitment as a mediating variable, so the mediation hypothesis is rejected. In other words, organizational commitment does not act as a mediator in the relationship between work environment and employee performance, or referred to as an unmediated relationship. This result indicates that the effect of work environment on employee performance is direct, without going through an intermediary mechanism in the form of organizational commitment. This means that although a comfortable and supportive work environment can improve performance, it does not necessarily create organizational commitment which then has an impact on improving performance.

This finding is not fully in line with several previous studies such as Nurkholifa and Budiono (2022) and Wagiyono et al. (2020) which state that organizational commitment mediates the effect of work environment on performance. However, this difference could be due to the organizational context, local work culture, or different respondent characteristics. The results of this study reinforce the importance of managing the work environment directly, without always relying on the formation of organizational commitment as an intermediary, in an effort to improve employee performance.

4. Conclusion

This research is motivated by the problem of employee performance achievement of the Bondowoso Regency Public Housing and Settlement Area Office which still has not reached the target. The purpose of this study was to analyze the effect of work environment and career development on

organizational commitment and employee performance. The object of this research is the employees of the Public Housing and Settlement Area Office of Bondowoso Regency. The analysis technique used to answer the hypothesis in this study is path analysis because in this study there are intervening variables. The conclusions in this study are as follows: a) The test results prove that the work environment has a significant effect on the organizational commitment of employees of the Public Housing and Settlement Areas Office of Bondowoso Regency. This shows that a comfortable, clean, safe, and well-organized work environment can increase employees' emotional attachment, loyalty, and responsibility to the organization. b) The test results prove that the work environment has a significant effect on the performance of employees of the Public Housing and Settlement Areas Office of Bondowoso Regency. This proves that a conducive work atmosphere directly encourages an increase in the quality, quantity, efficiency, and timeliness of employee work. c) The test results prove that organizational commitment has a significant effect on the performance of employees of the Public Housing and Settlement Areas Office of Bondowoso Regency. This proves that employees who have an attachment and responsibility to the organization will be encouraged to make a maximum work contribution. d) The test results prove that the work environment has no significant effect on employee performance through organizational commitment. Thus, organizational commitment does not act as a mediating variable in the relationship, and the effect of work environment on performance is direct or unmediated.

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