

THE INFLUENCE OF NON PHYSICAL WORK ENVIRONMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENTS

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ABSTRACT

The purpose of this study was to determine directly or indirectly the influence of the non-physical work environment and organizational culture on employee performance through organizational commitment as an intervening variable on employees of the Regional Secretariat of Bondowoso Regency. The number of samples in this study was 100 with purposive sampling technique. The analytical technique used is path analysis using SPSS 22.0. The results of data analysis show that the non-physical work environment has a significant effect on organizational commitment, organizational culture has a significant effect on organizational commitment, non-physical work environment has a significant effect on employee performance, organizational culture has a significant effect on employee performance, and organizational commitment has a significant effect on employee performance. Indirectly, the non-physical work environment and organizational culture have a significant effect on employee performance through organizational commitment.

Keywords: Non-Physical Work Environment, Organizational Culture, Organizational Commitment and Employee Performance

INTRODUCTION

The role of human resource management is recognized in carrying out aspects of human resources that are very decisive for the realization of goals, so that policies and practices can run as desired by the company. The role of human resource management brings together or integrates the interests of the company, the needs of employees, and the owners of the wider community, namely the company, employees, and the wider community towards achieving effectiveness, efficiency, productivity and employee performance. Organizations have various kinds of resources as "inputs" to be converted into "outputs" in the form of goods or services.

These resources include capital or money, technology to support the production process, methods or strategies used to operate, people and so on. Rivai (2014) suggests that human resource management is one of the fields of general management which includes aspects of planning, organizing, implementing and controlling. While Dessler (2015) defines that human resource management is a policy and practice in mobilizing human resources which includes recruitment, screening, training, awarding and assessment activities.

The implementation of performance carried out by employees cannot be separated from good relations with colleagues so as to create a conducive work climate and work environment. According to Sedarmayanti (2011) states that the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow coworkers, or relationships with subordinates. Meanwhile, according to Wursanto (2009), this non-physical work environment is defined as something that concerns the psychological aspect of the work environment.

The role of leaders and co-workers who have good relationships will have a good impact on work results, this is also supported by the organizational culture that has been embedded in the work atmosphere. Organizational culture is the norms that are accepted and shared by the majority of organizations. Luthans (2011) suggests that organizational culture is a basic thought pattern that is taught to new personnel as a way to feel, think and act correctly from day to day. Robbins and Judge in Wibowo (2010) argue that: "Organizational culture refers to a system of shared meanings held by members that distinguishes the organization from other organizations. This collective force system, on closer inspection, is a key set of characteristics that the organization values."

Work achievement becomes a benchmark in work, this is supported by the abilities possessed by an employee. Meanwhile, according to Blau and Boal in Sopiah (2008) mentions organizational commitment as partisanship and employee loyalty to the organization and organizational goals. Furthermore, membership commitment in general can be defined as the level of psychological involvement of members in a particular organization according to Sutrisno (2010).

Good work results can be measured by several things including the quality and quantity of work. This performance turns out to be broader than the previous understandings, by providing a benchmark for work results from the point of view of quantity in terms of targets which generally must be related to time. Performance is said to be high if a work target can be completed at the right time or does not exceed the time limit provided. Performance becomes low if completed beyond the allotted time limit or not completed at all. Wibowo (2014) performance can be viewed as both a process and a result of work. Performance is a process of how work takes place to achieve work results. However, the results of the work itself also show performance.

Based on the theory above which is assumed to be able to improve employee performance, there are several empirical which contradict the above theory or can be said to be a research gap, with researchers Setiawan and Lestari (2016) with the research title "The Influence of Organizational Culture, Communication, Work Environment and Motivation on Organizational Commitment in Improving Employee Performance" Based on the results of the research obtained, it shows that organizational culture has no positive and significant effect on performance, organizational culture has a positive and significant effect on organizational commitment, organizational communication is not significant on performance, organizational communication does not significantly affect organizational commitment, motivation positive but not significant effect on performance, motivation has a positive effect on organizational commitment, the work environment does not have a positive and significant effect on employee performance, the work environment does not have a positive and significant effect on organizational commitment

Based on the theory of performance improvement above, the research object selected is the Regional Secretariat of Bondowoso Regency Jl. Lieutenant Amir Kusman No. 2 Bondowoso. The Regional Secretariat of Bondowoso Regency has the duty and obligation to assist the Regent in formulating policies and coordinating regional apparatus policies within the Bondowoso Regency Government, as well as other tasks assigned by the Regent in accordance with applicable laws and regulations, which in carrying out their duties and functions are described through duties and responsibilities. the function of each Section at the Regional Secretariat of Bondowoso Regency, meaning that the service performance of the Bondowoso Regency Regional Secretariat is an integrated picture of the level of performance achievement of each Section at the Bondowoso Regency Regional Secretariat.

As is well known, the Regional Secretariat has a staffing function, namely the formulation of policies that will be carried out by the operational function and the supporting functions of the regional apparatus within the Bondowoso Regency Government. This means that the implementation of the duties and functions of the Regional Secretariat does not directly provide services to the community, but provides "service" to the leadership elements of all regional apparatus within the Bondowoso Regency Government. Bondowoso Regent Regulation Number 5 of 2019 concerning Position, Organizational Structure, Duties and Functions and Work Procedure of the Bondowoso Regency Regional Secretariat. The Regional Secretariat is a staff element that assists the Regent in formulating policies and coordinating and providing administrative services for the implementation of the tasks of regional officials.

Table. 1 Work achievements based on the main tasks and functions of the Regional Secretary of Bondowoso Regency in 2018-2020

No	Performance Achievements	Realization (%)
1	Coordinating the preparation of regional policies;	68
2	Coordinating the implementation of the tasks of regional apparatus organizations;	68
3	Monitoring and evaluating the implementation of regional policies; administrative services and development of state civil apparatus on regional apparatus;	83
4	Administrative services and development of regional-owned businesses and public service agencies;	87
5	Preparation and formulation of periodic performance reports to the Regent;	90
6	And, the implementation of other tasks given by the Regent related to his duties and functions in accordance with the legislation.	57

Source: Regional Secretary of Bondowoso Regency (2021)

The Regional Secretary of Bondowoso Regency in carrying out his duties and functions is assisted by 3 Assistant Regional Secretaries, namely: Government Assistant and People's Welfare coordinating the Government Administration Section, Legal Section, and People's Welfare Section; The Assistant for Economics and Development coordinates the Economic Administration Section, the Development and Finance Administration Section, and the Goods & Services Procurement Section; The General Administration Assistant coordinates the Organization Section, the General and Equipment Section, as well as the Public Relations and Protocol Section.

Based on the duties and functions of services carried out by the Regional Secretariat relating to services to Regional Heads and Regional Apparatuses (PD), 3 (three) classifications of problem levels can be identified, namely: policy problems; problems with the program;

operational technical problems. At the regional secretariat policy level, the following problems can be identified: bureaucratic reform is not yet optimal; not yet optimal quality of public services; not yet optimally integrated online financial and performance accountability system; governance is not yet optimal. So in this study, researchers found several problems faced by the Regional Secretary of Bondowoso Regency in carrying out their duties and functions assisted by 3 Assistant Secretaries, as for the phenomenon in this study contained in the object of research is "the lack of effectiveness of the performance of the employees of the Regional Secretary of Bondowoso Regency in carrying out their duties and functions". So in this study the researchers tried to raise several factors that are assumed to be important as solutions in improving existing problems, these factors include: non-physical work environment, organizational culture and organizational commitment which are assumed to be able to improve employee performance.

RESEARCH METHOD

The object of research is something that becomes a concern in a study because the object of research is the target to be achieved to get answers or solutions to problems that occur. According to Sugiyono (2012:144) the understanding of the object of research is as follows: "The object of research is a scientific target to obtain data with certain goals and uses about an objective, valid, and reliable thing about a thing (certain variables)". The object of this research is the performance of the employees of the Regional Secretariat of Bondowoso Regency.

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2016: 80), definition. If the results of the study are generalized, the sample used as a data source must be representative. This can be done by taking samples from the population randomly up to a certain amount (Riduwan, 2014:37). The population in this study is the Regional Secretariat Employees of Bondowoso Regency as many as 200 employees.

According to Sugiyono (2016:81) the sample is: "The sample is part of the number and characteristics possessed by the population". The sample was carried out due to the limitations of researchers in conducting research both in terms of funds, time, energy, and a very large population. However, the sample taken must be representative of the population, and the number of samples must be representative. The appropriate sample members used according to Sugiyoo: (2013, 116) in the study depend on the desired level of error. The larger the number of samples from the population studied, the smaller the chance of error, and vice versa. Roscoe (1975) cited by Sekaran (2006: 130) provides a general reference for determining sample size. A sample size of more than 30 and less than 500 is appropriate for most studies. Arikunto (2005) argues that if researchers have several hundred subjects in the population, then they can determine approximately 30-50% of that number.

Referring to the opinion above, the number of samples used in this study is 100 respondents were taken based on 50% of the total population. According to Sugiyono (2016:81) the sampling technique is: "Sampling technique, to determine the sample to be used in the study there are various sampling techniques used. The sampling technique used in this research is Proportional Random Sampling. Proportionate sampling is done by taking subjects from each strata or each region determined in balance with the number of subjects in each strata or region (Arikunto, 2006).

RESULT ANALISIS

Direct Effect Path Coefficient Calculation

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect effect of the non-physical work environment (X1) and

organizational culture (X2) on organizational commitment (Z) and employee performance (Y) at the Regional Secretariat of Bondowoso Regency. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. The path coefficient values can be seen in the following table:

Table 2 Value of Direct Effect Path Coefficient

No.	Variable Free	Variable Bound	Beta (β)	t-count	-value	Information
1.	Environment	Commitment	0.306	3,326	0.001	Significant
2.	Culture	Commitment	0.497	5,405	0.000	Significant
3.	Environment	Performance	0.285	3,374	0.001	Significant
4.	Culture	Performance	0.268	2,941	0.004	Significant
5.	Commitment	Performance	0.365	4.137	0.000	Significant

Source: Data processed

- The results of testing the non-physical work environment variable (X1) on organizational commitment obtained a beta value (β) of 0.306 with an -value of 0.001. Because the value of -value is smaller than ($0.001 < 0.05$) then there is a significant effect of non-physical work environment (X1) on organizational commitment (Z).
- The results of testing the organizational culture variable (X2) on organizational commitment (Z) obtained a beta value (β) of 0.497 with an -value of 0.000. Because the -value is smaller than ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant influence of organizational culture (X2) on organizational commitment (Z).
- The results of testing the non-physical work environment variable (X1) on employee performance (Y) obtained a beta value (β) of 0.285 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$), then H_0 is rejected, thus there is a significant effect of the non-physical work environment (X1) on employee performance (Y).
- The results of testing the organizational culture variable (X2) on employee performance (Y) obtained a beta value (β) of 0.268 with an -value of 0.004. Because the -value is smaller than ($0.004 < 0.05$), then H_0 is rejected, thus there is a significant influence of organizational culture (X2) on employee performance (Y).
- The results of testing the organizational commitment variable (Z) on employee performance (Y) obtained a beta value (β) of 0.365 with an -value of 0.000. Because the -value is smaller than ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant effect of organizational commitment (Z) on employee performance (Y).

Indirect Effect Path Coefficient Calculation

Indirect effect testing is done by looking at the results of the path tested, if all the paths traversed are significant then the indirect effect is also significant, and if there is a non-significant path then the indirect effect is said to be non-significant. The indirect effect path coefficients are presented in Table 3

Table 3 Coefficient of Indirect Effect Path

Variable Free	Variable Intervention	Variable Bound	Standardized Coefficient	Note.
X1	Z	Y	0.111	Significant
X2	Z	Y	0.181	Significant

Indirect influence of non-physical work environment (X1) on the employee performance variable (Y) through the organizational commitment intervening variable (Z) of 0.111 which is greater than the direct influence of the non-physical work environment variable (X1) on the employee performance variable (Y) which is 0.081. Besides, the indirect effect of the organizational culture variable (X2) on employee performance (Y) through the organizational commitment intervening variable (Z) of 0.181 which is greater than the direct influence of the organizational culture variable (X2) on the employee performance variable (Y), namely of 0.071.

From the above calculation, the independent variable that has the strongest influence on the organizational commitment variable (Z) is the organizational culture variable (X2), which is 0.245. While the independent variable that has the strongest influence on the employee performance variable (Y) is organizational commitment (Z) which is 0.133. And the independent variable that has an influence on the employee performance variable (Y) through the organizational commitment intervening variable (Z) is the organizational culture variable (X2), which is 0.181.

Coefficient of Determination

The coefficient of determination is a quantity that shows the amount of variation in the dependent variable that can be explained by the independent variable. In other words, the coefficient of determination is used to measure how far the independent variables explain the dependent variable. The value of the coefficient of determination in this study is as follows:

- a. The results of the path analysis calculation can be seen that the total Adjusted R2 value is 0.532. This means that 53.2% of the variation in organizational commitment variables can be explained by non-physical work environment variables, and organizational culture, while the remaining 46.8% is explained by other variables and errors that are not explained in this study.
- b. The results of the path analysis calculation can be seen that the total Adjusted R2 value obtained is 0.646. This means that 64.6% of the variation in employee performance variables can be explained by non-physical work environment variables, organizational culture and organizational commitment while the remaining 35.4% is explained by other variables and errors that are not explained in this study.

INTERPRETATION

Influence of Non-Physical Work Environment on Organizational Commitment

Based on the first hypothesis, non-physical work environment has an effect on organizational commitment. After testing and analyzing the data, the results showed that the non-physical work environment had a significant effect on the organizational commitment of the employees of the Bondowoso Regency Regional Secretariat. ¹accepted. This could be due to aspects related to the non-physical work environment that have an impact on organizational commitment. Aspects of the non-physical work environment include the following:

- a. Monitoring is carried out continuously using a strict monitoring system.
- b. A work atmosphere that can provide encouragement and high morale.
- c. Attractive reward system (both salary and other incentives).
- d. Good treatment, humane, not equated with robots or machines, the opportunity to develop a career as much as possible according to the limits of each member's ability.
- e. There is a sense of security from the members, both inside and outside the service.
- f. The relationship is harmonious, more informal, full of kinship.
- g. Members are treated fairly and objectively.

This is supported by the results of descriptive analysis which states that in general respondents agree or give a positive response to aspects of the non-physical work environment of the Regional Secretariat of Bondowoso Regency.

Thus the results of testing the non-physical work environment variable on organizational commitment obtained a beta (β) value of 0.306 with -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$), H_0 is rejected so that there is a significant effect of the non-physical work environment on organizational commitment.

Environmental factors can be a factor for employees to increase commitment to the organization. Because employees need a comfortable work environment and support all their activities in carrying out their main duties and functions. Sedarmayanti (2012:21) argues that the work environment is the entire tooling and material faced by the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. Meanwhile, in this study, there are significant similarities with previous research conducted by Rudi Setiawan and Ety Puji Lestari (2016); Iswahyudi (2017); Nadhifa Faisal and IGusti Ayu Manuati Dewi (2019); Maryana (2018) which states that non-physical work environment has a significant effect on organizational commitment.

The Influence of Organizational Culture on Organizational Commitment

Based on the second hypothesis, organizational culture has an effect on organizational commitment. After testing and analyzing the data, the results showed that organizational culture had a significant effect on the organizational commitment of the employees of the Regional Secretariat of Bondowoso Regency which was proven true or H_2 was accepted. This is due to aspects related to organizational culture that have had a positive impact on the organizational commitment of the employees of the Bondowoso Regency Regional Secretariat. These aspects of organizational culture include: Innovation and the courage to take risks; Attention to detail; Work result orientation; Orientation to members of the organization; Team orientation and Aggressiveness.

This is supported by the results of descriptive analysis which states that in general respondents agree or give a positive response to aspects of the organizational culture of the Regional Secretariat of Bondowoso Regency. Thus, the results of testing the organizational culture variable on organizational commitment obtained a beta (β) value of 0.497 with an -value of 0.000. Because the -value is smaller than ($0.000 < 0.05$) then H_0 is rejected so that there is a significant influence of organizational culture on organizational commitment in accordance with the supporting theories.

Normatively, organizational culture depends on how employees perceive the characteristics of an organization, not whether they like it or not. That is, culture is a descriptive term. Organizational culture is the norms that are accepted and shared by the majority of organizations. Kreitner and Kinicki (2003:79) states: "Organizational culture is a form of assumption that is owned, accepted implicitly by a group and determines how the group feels, thinks and reacts to its diverse environment". Meanwhile, in this study, there are significant similarities with previous research conducted by Rudi Setiawan and Ety Puji Lestari (2016); Iswahyudi (2017); Nadhifa Faisal and I Gusti Ayu Manuati Dewi (2019); Usmany Princess Tiara, Djamhur Hamid, Hamidah Nayati Utami (2016); Tita Isni Alvina and Indi Djastuti (2018) which states that organizational culture has a significant effect on organizational commitment.

Influence of Non-Physical Work Environment on Employee Performance

Based on the third hypothesis, the non-physical work environment affects employee performance. After testing and analyzing the data, the results showed that the non-physical work environment had a significant effect on the performance of the Bondowoso Regency

Regional Secretariat employees, it was proven true or H3 was accepted. This could be due to aspects related to the non-physical work environment that have been able to create employee performance. Thus, the results of testing the non-physical work environment variable on employee performance obtained a beta () value of 0.285 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05) then H0 is rejected, thus there is a significant influence of the non-physical work environment on employee performance in accordance with supporting theories.

Saydam (2008) states that the work environment is the overall work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of the work itself. Schultz and Schultz (2010) Work environment or conditions are all aspects of physical work, work psychology and work regulations that can affect job satisfaction and work productivity. Meanwhile, in this study, there are significant similarities with previous research conducted by Rudi Setiawan and Etty Puji Lestari (2016); Iswahyudi (2017); Fikriah Saleh (2019); Deni Sulistiawan, Sukisno S. Riadi, Siti Maria (2017); Widyanto Eko Susetyo, Amiartuti Kusmaningtyas and Hendro Tjahjono (2014) which states that there is a positive and significant direct effect non-physical work environment on employee performance.

The Influence of Organizational Culture on Employee Performance

Based on the fourth hypothesis, organizational culture has an effect on employee performance. After testing and analyzing the data, the results showed that organizational culture had a significant effect on the performance of the employees of the Regional Secretariat of Bondowoso Regency, it was proven true or H4 was accepted. This could be due to aspects related to organizational culture that have been able to create the performance of the Bondowoso Regency Regional Secretariat employees. Thus, the results of testing the organizational culture variable on employee performance obtained a beta () value of 0.268 with an -value of 0.004. Because the value of -value is smaller than (0.004 < 0.05), then H0 is rejected, thus there is a significant influence of organizational culture on employee performance in accordance with supporting theories.

Robbins (2001:247) states "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations". Furthermore, David (2004:145) states "Organizational culture is a pattern of behavior developed by an internal organization that it learns when dealing with problems of external adaptation and integration, which has proven good enough to be validated and taught to new members as a way to realize, think and act. feel". Meanwhile, in this study, there are significant similarities with previous research conducted by Rudi Setiawan and Etty Puji Lestari (2016); Iswahyudi (2017); Tiara Putri Usmany, Djamhur Hamid, Hamidah Nayati Utami (2016); Deni Sulistiawan, Sukisno S. Riadi, Siti Maria (2017); Widyanto Eko Susetyo, which states that there is a positive and significant direct effect organizational culture on employee performance.

The Effect of Organizational Commitment on Employee Performance

Based on the fifth hypothesis, organizational commitment has an effect on employee performance. After testing and analyzing the data, the results showed that organizational commitment had a significant effect on the performance of the Bondowoso Regency Regional Secretariat employees, it was proven true or H5 was accepted.

This could be due to aspects of organizational commitment related to the performance of the Bondowoso Regency Regional Secretariat employees. Aspects of organizational commitment are personal factors; Job Characteristics; Characteristics of structure and work experience

Thus, the results of testing the organizational commitment variable on employee performance obtained a beta (β) value of 0.365 with an t -value of 0.000. Because the t -value is smaller than ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant effect of organizational commitment on employee performance in accordance with supporting theories.

Meanwhile, in this study, there are significant similarities with previous research conducted by Rudi Setiawan and Ety Puji Lestari (2016); Iswahyudi (2017); Fikriah Saleh (2019); Tiara Putri Usmany, Djamhur Hamid, Hamidah Nayati Utami (2016) stated that there was a significant influence between organizational commitment and employee performance. Fred Luthans (2009: 251), says that there is a positive relationship between organizational commitment and desired outcomes such as high employee performance, low employee turnover, and low absenteeism. There is also evidence that employee commitment is related to other desired outcomes such as the perception of a warm and supportive organizational climate and being a good team member who is ready to help.

Influence of Non-Physical Work Environment on Employee Performance Through Organizational Commitment

Based on the sixth hypothesis, the non-physical work environment affects employee performance through organizational commitment. After testing and analyzing the data, the results obtained stating that the indirect effect of the non-physical work environment (X1) on the employee performance variable (Y) through the organizational commitment intervening variable (Z) of 0.111 which is greater than the direct influence of the non-physical work environment variable (X1) on the employee performance variable (Y) which is 0.081. The total effect of non-physical work environment variables (X1) on employee performance (Y) is 0.192 with details of the direct effect of 0.081 and the indirect effect of 0.111. It can be concluded that the non-physical work environment (X1) and organizational culture (X2) affect employee performance (Y) through organizational commitment (Z) with a value greater than the direct effect.

The Influence of Organizational Culture on Employee Performance Through Organizational Commitment

Based on the seventh hypothesis, organizational culture affects employee performance through organizational commitment. After testing and analyzing the data, the results show that the indirect effect of the organizational culture variable (X2) on employee performance (Y) through the intervening variable organizational commitment (Z) is 0.181, which is greater than the direct influence of the organizational culture variable (X2) to the employee performance variable (Y) that is equal to 0.071. The total influence of organizational culture variable (X2) on employee performance (Y) is 0.252 with details of direct effect of 0.071 and indirect effect of 0.181.

CONCLUSION

Based on the research findings that have been described in Chapter IV, the conclusions in this study are as follows:

1. The test results prove that the non-physical work environment has a positive and significant effect on the organizational commitment of the employees of the Regional Secretariat of Bondowoso Regency.
2. The test results prove that organizational culture has a positive and significant effect on the organizational commitment of the employees of the Regional Secretariat of Bondowoso Regency.

3. The test results prove that the non-physical work environment has a positive and significant effect on the performance of the Bondowoso Regency Regional Secretariat employees.
4. The test results prove that organizational culture has a positive and significant effect on the performance of the Bondowoso Regency Regional Secretariat employees.
5. The test results prove that organizational commitment has a positive and significant effect on the performance of the Bondowoso Regency Regional Secretariat employees.
6. The test results prove that there is an indirect effect of the non-physical work environment on employee performance variables through the intervening variable of organizational commitment of employees of the Regional Secretariat of Bondowoso Regency whose value is smaller than the direct effect.
7. The test results prove the indirect effect of organizational culture on employee performance through the intervening variable of organizational commitment of employees of the Regional Secretariat of Bondowoso Regency whose value is greater than the direct effect.

IMPLICATION

Organizational commitment occupies a dominant position in influencing employee performance, so this variable provides a positive contribution and a significant influence. Employees with high organizational commitment will work well and have a sense of belonging to the organization, so they will do things that are beneficial for the organization voluntarily. So thus to further improve employee performance through organizational commitment can be done by giving awards to those who are loyal to the organization.

Organizational culture provides a positive contribution and a significant influence. A strong organizational culture will have a positive effect on institutional performance because it can provide extraordinary motivation for employees. To maintain an organizational culture to be stable or even better, it is necessary to involve leaders to motivate their subordinates which can be manifested in the attitude and behavior of exemplary leadership in seeking conditions in the organizational environment that are always in a conducive state, showing an example to their subordinates by recommending positive things. to employees,

The work environment provides a positive contribution and a significant influence. With the availability of adequate work facilities, adequate lighting/lighting in the room, clean air circulation, the absence of unwanted sounds/noise, unpleasant odors, and guaranteed security such as security guards being able to guard the environment outside the building, it is expected to support the work process so that can improve employee performance. In connection with the influence of the work environment which has a positive and significant contribution in this study, which contributes the least, it must always pay attention to the work environment in the office and improve the quality that is currently owned in order to maximize employee performance.

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