

The Effect of Work Environment to Commitment with Employee Performance as Mediation

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Article History	Abstract
Original Research Article	<i>The purpose of this study was to examine the relationship between the work environment and employee commitment, as well as the impact of the work environment on employee performance. The research object was PT Aneka Rimba Indonusa Gresik, with a sample size of 40 respondents. The data collection method involved distributing questionnaires to participants. The results showed that the work environment had a significant impact on organisational commitment and organisational commitment to performance, while the work environment's impact on performance was not significant. In further research, it is hoped that there will be development of research models by adding other variables such as work discipline, job satisfaction.</i>
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INTRODUCTION

Employee performance is one of the most crucial factors in determining an organisation's effectiveness and success. Without optimal performance from employees, the organisation will struggle to achieve the set goals. A conducive work environment can increase employee motivation, satisfaction, and engagement, which in turn has a direct impact on their performance. Conversely, an unsupportive work environment can lead to stress, burnout and decreased productivity. Work environment factors in a company are important to consider, as a conducive atmosphere will encourage optimal performance improvement.

Additionally, employee commitment to the organisation plays a crucial role in determining their performance. With a high commitment, organisations can reduce turnover rates, increase stability, and encourage employees to contribute more optimally in achieving organisational goals (Chen et al., 2022). The study of organisational commitment, such as in a company, is a form of social group consisting of several people who share the same perception of their unity and receive rewards for achieving common goals. If a group has formed and is jointly aware of its interdependence and mutual rewards, and if it perceives itself as a single entity

in achieving these goals, it is certainly a problem (Amin, 2022).

A healthy work environment has been proven to increase motivation and lead to better performance (Effendi, 2021; Nancy Yusnita, 2023). In addition, employees who are highly committed to the organization will strive to maintain and continuously improve the quality of their work environment. Therefore, it is important to manage the work environment and employee commitment synergistically in order to achieve optimal performance in the organization (Susanti & Saputri, 2023). The relationship between the work environment, organizational commitment, and employee performance results is mutually reinforcing. Several previous studies have found a close relationship between the work environment and employee performance. However, these findings do not always indicate that the work environment affects performance (Malviana Febriyani, 2024; Nurjihan et al., 2024). This phenomenon indicates that the work environment is contextual and influenced by many other factors. With differences in giving more attention to physical factors, while other studies emphasize social and psychological factors, this shows that the influence of the work environment on performance is not consistent and

still requires further research in different organizational contexts.

LITERATURE REVIEW

Employee Performance

Performance is a crucial aspect that must be managed effectively by companies in order to achieve their goals. One of the key factors that ensure a company's success is the extent to which its human resources can contribute optimally to achieving the targets and goals that have been set. According to Badrianto and Astuti (2023), performance is the result of the quality and quantity of work done and achieved by employees based on the responsibilities assigned to them.

In today's increasingly competitive world of work, employee performance is one of the most important aspects that determine the success and survival of an organization. Performance is not only about the end result, but also reflects the dedication, responsibility, and ability of an employee in carrying out their duties. However, achieving optimal performance does not just happen. There are various factors that are interrelated and affect the quality of an individual's work in the workplace. Understanding the factors that influence employee performance is very important for organizational management. With proper management, organizations can not only increase productivity, but also create a healthy, harmonious and sustainable work climate. Therefore, the study of these factors is relevant to be carried out in order to encourage the effectiveness and efficiency of employee performance in various work sectors. Employee performance is influenced by various interrelated factors (Yosua Mangasi & Hia, 2024): (1) Work Motivation (2) Leadership

(3) Work Environment (4) Job Satisfaction (5) Work Experience (6) Work Discipline and (7) Emotional Intelligence. Furthermore, according to (Nuraini, 2021): (1) Individual Factors (2) Organizational Factors (3) Work Environment Factors (4) Psychological Factors (5) Social and External Factors.

Understanding these factors can help organizations design strategies to effectively improve employee performance. To assess performance objectively, clear and measurable indicators are needed. Employee performance indicators generally include aspects of work quality, work quantity, punctuality, responsibility, and cooperation skills. Through these indicators, companies can identify the extent to which employees contribute to the achievement of organizational goals and set a more targeted performance improvement strategy. Performance indicators according to (Hasna et al., 2023) include: (1) Quality (2) Measures in performance (3) Timeliness (4)

Strengthening relationships between employees. It can be concluded that by using employee performance indicators, organizations can measure employee contributions and make plans to improve their performance.

Work Environment

A good work environment can provide a sense of comfort and security, as well as increase motivation, so that employees can work to the fullest and effectively. An unfavorable work environment can damage morale, harm health, and negatively impact productivity. Therefore, it is important to create a healthy and positive work environment to support employee career advancement and overall organizational success. The factors of the Work Environment Factor (Danisa et al., 2023): (1) Physical Work Environment Factors, including: (a) Lighting (b) Temperature and Ventilation (c) Cleanliness and Orderliness (d) Noise (2) Non-Physical Work Environment Factors include: (a) Interpersonal Relationships (b) Organizational Culture (c) Leadership. (3) External Work Environment Factors, including: (a) Technology (b) Government Policy (3) Economic Conditions.

A good work environment greatly affects employee performance, and to assess its effectiveness, clear and measurable indicators are needed. Work environment indicators include physical aspects, such as cleanliness, lighting, room temperature, and equipment completeness, as well as non-physical aspects, such as relationships between employees, effective communication, and support and motivation provided by superiors. With the right indicators, companies can create an environment that not only supports employee well-being, but also encourages higher productivity and work efficiency. Work environment indicators include physical aspects such as adequate facilities, noise, air circulation, and a comfortable working atmosphere, as well as non-physical aspects such as harmonious working relationships between employees and between employees and leaders. By managing these indicators appropriately, organizations can create a conducive work environment, increasing employee comfort, motivation, and overall productivity.

Commitment

Commitment is a form of feelings of pleasure or displeasure caused by an employee to the workplace organization. Apart from commitment, work discipline is also an important factor for employee performance. Organizational commitment is divided into three parts, (1) Affective Commitment, occurs because employees feel an emotional attachment. (2) Continuance Commitment, occurs because employees survive only because they need

salary and benefits and employees have not found another job. (3) Normative Commitment, comes from employee self- esteem. Because they know that being committed to the organization is the right choice, employees remain part of the organization. (Rahmawati & Trisninawati, 2024). In addition, harmonious working relationships, supportive leadership, role clarity, and fair rewards are also important determinants in strengthening employee commitment to the organization. According to (Bowo & Junaedi Hendro, 2023), the factors that influence employee commitment to the organization include:(1) Personal factors (2) Job characteristics (3) Structure characteristics (4) Work

experience. Organizational commitment is an important factor that affects employee performance and the success of an organization. To measure the level of organizational commitment, several key indicators can be used (Fachrezi Hakim & Khair Hazmanan, 2020): (1) Affective Commitment (2) Continuance Commitment (3) Normative Commitment. Understanding these three indicators is important for management to design effective strategies to improve employee loyalty and performance, thereby supporting overall organizational success.

Research Conceptual Model

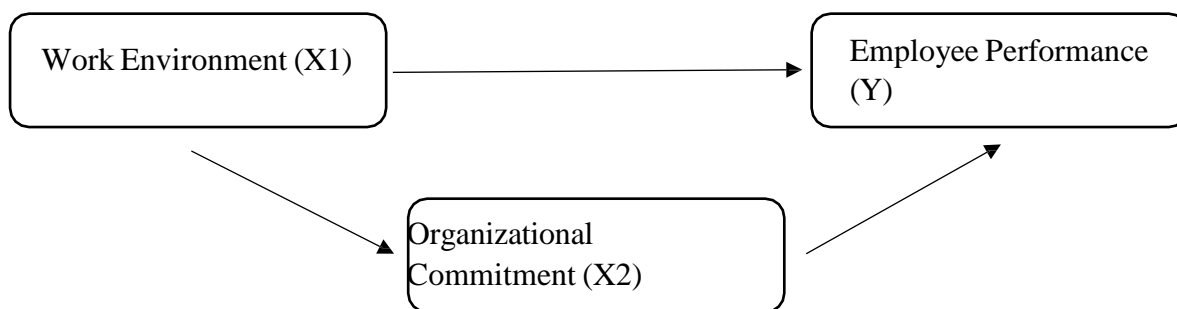


Figure 2.1 Conceptual Model

Hypothesis Development

Work Environment on Commitment

A comfortable work environment, physically, socially, and psychologically, will create stronger emotional bonds between individuals and their workplace. In general, the workplace plays a very important role in shaping employees' views and attitudes towards the company, including building loyalty to the organization. When the workplace is set up to support physical comfort, positive social interactions, and clarity in job roles and goals, employees usually feel more recognized and have a deeper emotional attachment to their workplace.

This opinion is in line with the findings (RR Dimas Veronica Priharti & Rika, 2022) which show that the work environment is an important factor that can affect the level of employee commitment to the organization. A comfortable work environment, both physically and psychologically, can increase employees' sense of attachment to the organization. In two-factor motivation theory, supportive work environment conditions, such as adequate facilities, harmonious relationships between colleagues, and effective communication, contribute to increased intrinsic motivation, which in turn strengthens employee commitment. There is no doubt that a well-equipped and safe work environment can attract employees because their needs tend to be met. To be successful, companies must design a work environment that is so attractive in order to increase employee commitment and motivation which will ultimately

provide the desired results for the company. This is supported by research developed by (Apriliana et al., 2021)

H1: A conducive work environment has a positive influence on employee commitment Organizational commitment on employee performance

Organizational commitment is an important psychological construct that is widely recognized as contributing significantly to improved employee performance. When individuals feel they have an emotional attachment, desire to remain part of the organization, and belief in the values espoused by the company, they tend to show loyalty, initiative, and higher quality of work. employees with a high level of commitment will try to make their best contribution because they consider the success of the organization as part of their personal goals. Organizational commitment basically reflects the level of psychological attachment of employees to where they work. When this commitment is strongly formed, employees tend to be more willing to invest their energy, time, and thoughts for the achievement of organizational goals. This has the potential to encourage performance, both in terms of quantity, quality, and work discipline.

Employees with high levels of commitment tend to be more dedicated, have stronger work motivation, and contribute optimally to the achievement of organizational goals and play an important role in improving employee

performance in an organization, employees with high levels of organizational commitment tend to be responsible for the success of the organization and will work hard to achieve common goals. Commitment is very important to improve the performance of organizational employees. The higher the organizational commitment, the better the employee's performance. This is supported by research from (Rahmawati & Trisninawati, 2024)

H2: Organizational commitment has a positive influence on employee performance Work Environment on Employee Performance

Employee performance is the result of various interacting factors, both from the internal psychological and external work environment. Two important factors that are often the focus are organizational commitment and the work environment. both physical and social work environments serve as an operational foundation that affects the comfort and effectiveness of daily work. A safe, healthy and harmonious work environment can create a motivating work atmosphere,

Which indirectly boosts productivity. However, these positive effects can be diminished if they are not aligned with employees' psychological conditions, such as low commitment or motivation. Workplace conditions can affect employee performance, where employees are very concerned about their work environment, both for personal comfort and for ease of doing a good job. In addition, it can also increase the enthusiasm and

excitement of employee work which of course makes employee performance will be maximized, because a conducive and comfortable work environment will affect employee morale so that employees are motivated to achieve company goals. This is supported by research developed by (Suryadi & Yusuf, 2022).

H3: A conducive work environment has a positive influence on employee performance.

RESEARCH METHOD

The population was taken from 40 employees of PT Aneka Rimba Indonusa Gresik. In this study. The variables included: (1) Work Environment, (2) Commitment, and (3) Employee Performance. With questionnaire distributed to employees of PT Aneka Rimba Indonusa. In addition, the analysis method used was PLS-SEM.

Research Results and Discussion

Outer Model

This evaluation is carried out to ensure the validity, measuring consistency, and stability of the measurement instruments.

Convergent Validity

A construct is said to be valid if the *factor loading* is above 0.70 and the *Average variance (AVE)* is above 0.50. This shows that the indicators used to measure the construct are valid and can be used to represent the construct being measured.

Table 1. Factor Loading

	Employee Performance	Organizational Commitment	Work Environment
KK 1	0.970		
KK 2	0.969		
KK 3	0.984		
HH 4	0.984		
KO 1		0.962	
KO 2		0.969	
KO 3		0.963	
LK 1			0.990
LK 2			0.985
LK 3			0.995

Based on the table above, the indicators that have been tested show *factor loading* above 0.70, so it can be interpreted that they have met the specified criteria and can represent the variables under study well.

Table 2. AVE

Variable	Average Variance Extracted (AVE)
Employee Performance	0.954
Organizational Commitment	0.931
Work Environment	0.980

AVE of all the variables above has a value above 0.50, which indicates that the model has an acceptable level of convergence.

Reliability Test

Composite Reliability makes an accurate estimate of reliability when the items have different *factor loadings*. The ideal *Composite Reliability* value is above 0.70, which indicates good internal consistency and ensures that the indicators in the construct can be trusted to measure the variable under study.

Table 3. Composite Reliability

	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Employee Performance	0.990	0.993
Organizational Commitment	0.984	0.988
Work Environment	0.963	0.976

The *Composite Reliability* results above show that the variables tested have a value above 0.70, which can be declared reliable. And indicates that the indicators in each variable are consistent and can be relied upon to measure the intended construct.

Structural Model (Inner Model)

Table 4. Patch Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Organizational Commitment → Employee Performance	0.711	0.709	0.114	6.223	0.000
Work Environment → Employee Performance	0.211	0.211	0.120	1.768	0.077
Work Environment → Organizational Commitment	0.824	0.819	0.050	16.371	0.000

Based on the table above, show that Organizational Commitment has a significant effect on Employee Performance which can be seen through the P- Value of 0.000. Work Environment on Employee Performance does not have a significant relationship because P-Value is 0.077. Work Environment on Organizational Commitment has a significant relationship known through T P-Value 0.00.

R-Square

Table 5. R-Square

	R-Square
Employee Performance	0.798
Organizational Commitment	0.679

The table above states that the R-Square of the employee performance variable is 0.798 or 79.8% and the organizational commitment variable is 0.679 or 67.9%. R-Square is the coefficient of determination in the square construct strong > 0.75 strong > 0.50 weak > 0.25 small. In this study, R-Square shows a strong category for employee performance and weak for organizational commitment.

Effect Size (F)

Table 6. Effect Size F

	F-Square
Organizational Commitment > Employee Performance	0.802
Work Environment > Employee Performance	0.071
Work Environment > Organizational Commitment	2.120

The table above states that the F-Square of the Organizational Commitment variable on Employee Performance is 0.802 (>0.35), the Work Environment variable on Employee Performance is 0.071 (>0.15), and the Work Environment variable on Organizational Commitment is 2.120 (>0.35). In this study, the F-square shows the Strong category for organizational commitment to employee performance, weak for work environment to employee performance, and strong for work environment to organizational commitment.

Predictive Relevance (Q)

Table 7. Predictive Relevance Q

	Q Predictt
Employee Performance	0.796

Predictive relevance was evaluated using the Stone-Geisser Q² method. The results show that Employee Performance, as an endogenous construct, has a Q² value of 0.796. This suggests the model predicts well. In PLS-SEM, any Q² value above 0 indicates that the model can effectively predict endogenous variables (Hair et al., 2022b). These results that the Work Environment and Organizational Commitment variables are not only able to explain Employee Performance statistically, but also predict it significantly.

Discussion

Work Environment on Employee Performance

The coefficient is positive, but the relationship is not statistically significant, as shown by a t-statistic of 1.768 and a p-value of 0.077. As a result, the hypothesis is rejected, and this study finds that the work environment has no significant direct effect on employee performance. Although a good work environment typically supports comfort, safety, and efficiency, its direct impact on performance may be influenced by other factors, such as motivation, job satisfaction, or workload. These results are consistent with earlier studies, which have found that the work environment affects performance primarily when motivation or job satisfaction is involved. The direct effect of the work environment may also depend on the organization and the people surveyed.

Work Environment on Organizational Commitment

The work environment has a statistically significant effect on organizational commitment, as indicated by a coefficient of 0.824, a high t-statistic, and a p-value of 0.000. A supportive environment, physically,

psychologically, and socially, helps employees feel more positive and connected to their organization. These results are consistent with earlier studies, which found that a good work environment increases employees' emotional commitment. The PLS-SEM analysis, with large t-statistics and high coefficients, further supports the importance of this relationship.

Organizational Commitment on Employee Performance

Organizational commitment positively influences employee performance. The path coefficient of 0.711 means that when employees perceive greater commitment from their organization, their performance tends to improve by a similar amount. The t-statistic of 6.223 and p-value of 0.000 show this result is statistically significant. Organizational commitment refers to the emotional, normative, and continuous connection that employees feel to their workplace. Employees who are highly committed tend to stay longer, demonstrate loyalty, and perform more effectively.

Conclusions and Suggestions

The conclusions in this study include: (1) This study aimed to examine the work environment, on commitment, commitment to performance and the work environment on employee performance (2) The research object was all employees of PT Aneka Rimba Indonusa Gresik, totaling 40 people. While the results of the study are (a) The work environment has a positive and significant effect on organizational commitment. (b) The work environment has no significant direct effect on employee performance. (c) Organizational commitment has a positive and significant effect on performance. Suggestions in this study are: (1) There is a need for continuous evaluation and improvement of the quality of the work environment, including physical (lighting, temperature, ergonomics), social (relationships between employees), and structural factors (supervisor support, task clarity). (2) Organizations need to prioritize strengthening employee commitment through emotional and cognitive approaches. For example, by providing training, coaching, and open communication so that employees feel an important part of the organization.

(3) Future researchers are advised to include additional mediating or moderating variables such as job satisfaction, motivation, or leadership style in the analysis model. In addition, further research can also consider different types of organizations or expand the sample so that the results can be generalized more broadly.

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