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The Influence of Work Environment and Work Culture on Employee Performance: A Mediation Study of Organizational Commitment at the Jembrana Regency Manpower and Industry Office

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Abstract

The performance of employees in the public service sector is a determining factor for the success of the organization, and its existence is influenced by the conditions of the *work setting* and the work values that are embraced collectively. This study aims to examine the contribution of the work environment and work culture to employee performance, with organizational commitment positioned as an *intervening* variable, at the Jembrana Regency Manpower and Industry Office. The approach used is quantitative with an explanatory design, involving all 52 ASN as respondents through census techniques. Data were collected using a Likert scale questionnaire, then processed through *path analysis* with the help of SPSS, and strengthened by *Sobel test* to assess the significance of the mediation role. The findings show that the work environment and work culture both make a positive and significant contribution to organizational commitment and employee performance, with work culture generating the most dominant influence on both pathways. Organizational commitment has been proven to mediate the relationship between work culture and employee performance, but it has not been able to bridge the influence of the work environment on performance, because the influence of the work environment tends to work directly. The conclusion of the study emphasizes the urgency of strengthening the value of work culture as a top priority, without neglecting the continuous improvement of the physical condition of the workspace, in order to encourage the commitment and performance of agency employees.

Keywords: work environment; work culture; organizational commitment; employee performance; Mediation

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INTRODUCTION

The success of organizations, especially in government agencies that are oriented towards public services, is largely determined by the performance of its employees. The increasing demands of the public for effective, efficient, and accountable services require state civil servants to show optimal performance as a prerequisite for the sustainability of government functions. Thus, strengthening the performance of the apparatus is the main focus of human resource management in the bureaucratic environment (Robbins and Judge 2018).

Employee work performance does not appear independently, but is shaped by various organizational conditions. One of them is *Setting* work, both physical such as supporting facilities, and non-physical such as relationships between employees and communication patterns, which are collectively known as the work environment (Utama, M. 2025). A conducive work atmosphere will foster comfort so as to encourage productivity, while less supportive conditions have the potential to lower work morale and lead to decreased performance.

In addition to environmental aspects, work culture also makes an important contribution as a representation of the organization's collective values and habits which is reflected in the daily work ethos and behavior of employees (Mangkunegara 2020). Unfortunately, the public sector bureaucracy still often faces a work culture that tends to be rigid and lacks innovation, thus hindering efforts to improve performance.

The relationship between the work environment, work culture, and employee performance is also believed to be not always direct (Pradana 2021). Organizational commitment, which is reflected in the employee's desire to maintain membership and long-term working relationships, often acts as a psychological link in the relationship. Findings (Sinaga 2017; Sulastri 2020) confirms that the work environment significantly influences employee performance through the organization's commitment as a mediator, while other studies confirm a similar pattern on the influence of organizational culture on performance through the same mediation pathway (Sulastri 2020).

An empirical phenomenon was found in the Jembrana Regency Manpower and Industry Office, an agency that carries out regional employment and industrial tasks with the support of 52 civil servants. Initial observations show that the arrangement of the workspace is not optimal, the application of discipline and work initiatives that are not consistent, the variation of employees' emotional attachment to the organization, and performance achievements that are not even in terms of punctuality, quality, and service responsiveness.

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Based on this description, this study formulates the following problems: (1) how the work environment affects organizational commitment; (2) how the work culture influences organizational commitment; (3) how the work environment affects employee performance; (4) how the work culture affects employee performance; (5) how the organization's commitment affects employee performance; (6) how the work environment affects employee performance through organizational commitment; and (7) how the influence of work culture on employee performance through organizational commitment, at the Jembrana Regency Manpower and Industry Office.

In line with the formulation of the problem, this study aims to analyze the influence of the work environment and work culture on organizational commitment and employee performance, as well as examine the mediating role of organizational commitment in the two relationships in the agency that is the object of the study. Theoretically, this research is expected to enrich the study of human resource management, especially related to the mediation mechanism of organizational commitment in the context of public sector organizations. Practically, the results of the research are expected to be considered for the Jembrana Regency Manpower and Industry Office in formulating human resource management policies that support the strengthening of the work environment, work culture, organizational commitment, and employee performance in a sustainable manner.

METHOD

This study uses an explanatory quantitative approach to uncover the influence of the work environment and work culture on employee performance, with organizational commitment to play a role as a connecting variable (mediation). The research is located at the Jembrana Regency Manpower and Industry Office, with an analysis unit in the form of employees who carry out the organization's operational duties. The explanatory approach was chosen because the main purpose of the study is to test the hypothesis and cause-and-effect relationship between variables that have been built from a theoretical framework. Field data was collected through a structured questionnaire-based survey which was compiled following the indicators of each variable and measured by *Likert scale* five points. Before being used for the main analysis, the questionnaire is first checked for feasibility through validity and reliability tests. The instrument is declared reliable if the value of *Cronbach's Alpha* reach a minimum threshold of 0.60, as stated in the criteria (Ghozali 2021).

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The study population includes all State Civil Apparatus serving in the agency, totaling 52 people. Given the relatively small number, all members of the population were involved as respondents without a random sample withdrawal process. This consideration refers to the view that populations under one hundred people should be treated as saturated or census samples, so that each element of the population has an equal opportunity to participate and the risk of sampling bias can be suppressed (Arikunto 2018).

Four variables were involved in this study, namely the work environment and work culture as independent variables, employee performance as a bound variable, and organizational commitment as *intervening* variables. A summary of the indicators of each variable is presented in Table 1.

Table 1. Research Variables and Indicators

Variable	Indicator
Work Environment	Lighting, air temperature, noise, spatial planning, working relationship
Work Culture	Discipline, openness, mutual respect, cooperation
Organizational Commitment	*Affective*, *continuity*, *normative commitment*
Employee Performance	Quality of work, quantity of work, initiative, obedience

The data used consisted of quantitative data in the form of variable measurement results in the form of numbers, and qualitative data in the form of an overview of the organization, structure, and working conditions obtained from observation and documentation. These two types of data are sourced from primary data, which is collected directly from respondents through questionnaires, and secondary data, which is obtained from archives and agency personnel documents (Judging 2022). The data collection technique was pursued in two ways, namely documentation of organizational archives and the distribution of closed questionnaires with an assessment scale of 1 to 5.

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After the data was collected, the initial stage of analysis was carried out descriptively to map the demographic profile of the respondents and the tendencies of the answers to each variable. Furthermore, the causal relationship between variables was tested using *Path Analysis* through SPSS software, includes the stages of theoretical model formulation, examination of basic assumptions such as linear-additive relationships and one-way recursive models, estimation of path coefficients, and interpretation of findings. To ensure the mediating role of the organization's commitment, it is used *Sobel test*, with a benchmark value of Z exceeding 1.98 at a significance level of 5% as an indication of significant mediation, while a value below the threshold indicates the opposite. Employee performance indicators measured include work quality, quantity of work, initiative, and adherence to organizational regulations (Mangkunegara and Prabu 2017).

RESULTS

Overview of Research Objects

The Jembrana Regency Manpower and Industry Office is a regional apparatus tasked with assisting the Regent in carrying out government affairs in the field of labor and industry. This agency carries out its functions guided by the vision of the Jembrana Regency Government, which is to create an advanced, harmonious, and dignified area through human, natural, and cultural development, which is then described into four main missions including strengthening human quality, preserving the environment, strengthening local culture, and improving public services.

Respondent Characteristics

The study respondents amounted to 52 employees who were grouped based on gender, working period, age, and education level as presented in Table 2.

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Table 2. Respondent Characteristics

No.	Characteristics	Number (people)	Percentage (%)
1	Male	27	51,9
	Women	25	48,1
2	Working period < 5 years	36	69,2
	Serving period 6–10 years	7	13,5
	Serving > 10 years	9	17,3
3	Age 26–45 years old	33	63,5
	Age > 45 years old	12	23,1
4	Undergraduate Education	48	92,3

The composition of respondents is relatively balanced between men and women, dominated by employees with a working period of less than five years, in the productive age range, and the majority have a bachelor's education background.

Description of Research Variables

The tabulation results showed that the *work environment* variable obtained an average score of 4.29 (excellent category), with the lighting indicator as the highest score (4.85) and air temperature as the lowest score (4.02). The *work culture* variable obtained an average of 4.18 (good), with the highest discipline indicator (4.35) and the lowest mutual respect (4.04). The *organizational commitment* variable obtained an average of 3.90 (good), with *affective commitment* as the highest dimension (4.21) and *the lowest continuance commitment* (3.52). The *employee performance* variable obtained the highest average among all variables, which was 4.32 (very good), with the highest compliance indicator (4.38).

Classical Instrument and Assumption Tests

All items of the instrument were declared valid because the value of the correlation coefficient was above 0.30, and all variables were declared reliable with *Cronbach's Alpha* values ranging from 0.818 to 0.946. The normality test through *the Kolmogorov-Smirnov* produced a significance value of 0.200 (>0.05), so that the residual data was declared to be normally distributed. The multicollinearity test showed *a tolerance* value of all independent variables above 0.10 and *a Variance Inflation Factor* (VIF) value below 10, so that no symptoms of multicollinearity were found. The heteroscedasticity test through

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the Glejser test showed that the entire significance value was above 0.05, which indicated a regression model free of heteroscedasticity.

Model Suitability and Path Analysis Results

The total determination coefficient value (R^2m) of 0.923 indicates that the variables of the work environment and work culture, through organizational commitment, are able to explain the variation in employee performance by 92.3 percent, while the remaining 7.7 percent is explained by other factors outside the model. The results of the strip testing are briefly presented in Table 3.

Table 3. Direct and Indirect Effects Test Results

Intervariable Relationships	Direct Effects	Indirect Effects	Sig.	Remarks
Work Environment → Organizational Commitment	0,299	–	0,037	Accepted
Work Culture → Organizational Commitment	0,526	–	0,000	Accepted
Employee Work Environment → Performance	0,261	–	0,013	Accepted
Work Culture → Employee Performance	0,730	–	0,000	Accepted
Organizational Commitment → Employee Performance	0,420	–	0,000	Accepted
Work Environment → Commitment → Employee Performance	–	0.126 (Z=1.90)	–	Rejected
Work Culture → Commitment → Employee Performance	–	0.221 (Z=2.75)	–	Accepted

Mediation testing with *the Sobel test* showed that the work environment pathway to employee performance through organizational commitment resulted in a Z value of 1.90, smaller than the critical value of 1.98, so organizational commitment has not been proven to mediate the relationship. On the other hand, the work culture path to employee performance through organizational commitment resulted in a Z value of 2.75, greater

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than the critical value, so that organizational commitment was proven to play a role as a mediating variable in the relationship.

DISCUSSION

The Influence of the Work Environment on Organizational Commitment

The findings of the study prove that there is a positive and significant influence of the work environment on organizational commitment (coefficient of 0.299; significance 0.037), so it can be stated that the improvement of the working environment conditions will be followed by an increase in employee attachment to the agency. (Datliana and Nababan 2025) explained that the work environment is a physical and social condition in the workplace that contributes to shaping employee attitudes, behaviors, and work achievements. The five indicators measured by lighting, air temperature, noise, spatial layout, and working relationships together form a work atmosphere that makes employees feel cared for by the organization, thus encouraging the growth of emotional attachment to the place where they work. Comfortable working conditions also tend to reduce work stress levels while increasing the chances of employees staying longer in the organization. These results are also reinforced by the findings (Astrianti 2020) which shows that the physical comfort aspect of the workplace contributes significantly to the growth of employees' sense of attachment to the agency where they work.

The Influence of Work Culture on Organizational Commitment

Work culture was shown to have a positive and significant effect on organizational commitment with a path coefficient of 0.526 (significance 0.000), which was the strongest influence among all direct pathways to organizational commitment in this study model. As stated (Edison et al. 2017), work culture is a shared value and habit that is reflected in the work ethic of employees in the organization, as well as being a code of conduct that aligns individual goals with institutional goals The values of discipline, openness, mutual respect, and cooperation that are consistently internalized by employees encourage the growth of a stronger sense of belonging to the organization where they work. These findings are in line with the results of the study (Meyer 2014). which emphasizes that strengthening organizational cultural values consistently contributes significantly to the

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formation of employee loyalty and attachment to local government agencies.

The Influence of the Work Environment on Employee Performance

Pathway testing showed that the work environment had a positive and significant effect on employee performance (coefficient 0.261; significance 0.013). According to (Dwiyanti and Bagia 2020) The work environment can be differentiated into physical and non-physical environments that simultaneously affect the comfort and work outcomes of employees. Adequate lighting conditions, appropriate room temperature, controlled noise levels, orderly spatial arrangement, and harmonious work relationships are factors that support the focus and efficiency of employees' daily work. In other words, the more conducive the physical and social conditions in the workplace, the greater the opportunity for employees to complete their tasks on time and according to the targets set by the organization.

The Influence of Work Culture on Employee Performance

Work culture was shown to have the most dominant direct influence on employee performance with a path coefficient of 0.730 (significance 0.000), making it the path with the greatest influence in the overall study model. (March 2023) emphasizing that work culture is a system of shared values and habits that serve as a guideline for employees' behavior in carrying out their daily duties. High discipline, open communication, mutual respect, and teamwork are the foundations for the formation of effective and results-oriented work behavior. The magnitude of this influence indicates that in public sector organizations such as the Jembrana Regency Manpower and Industry Office, strongly embedded work culture values are the main determinant in determining the quality and quantity of employee work results, even more dominant than physical environmental factors alone.

The Influence of Organizational Commitment on Employee Performance

The results of the analysis prove that organizational commitment has a positive and significant effect on employee performance (coefficient 0.420; significance 0.000). (Nurkholifa and Budiono 2022) Explain the organization's commitment as an employee's attachment which is reflected in their desire to maintain long-term employment relationships and their willingness to make more efforts for the success of the organization.

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The three dimensions of commitment *affective*, *Continuation*, and *Normative Commitment* simultaneously encourage seriousness, discipline, and employee responsibility in carrying out their duties. Employees who have high emotional attachment tend to work more earnestly, while a sense of moral responsibility encourages them to adhere to organizational rules consistently, ultimately having a positive impact on overall performance achievement.

The Influence of the Work Environment on Employee Performance through Organizational Commitment

The mediation test showed that the organization's commitment has not been able to mediate the relationship between the work environment and employee performance, with the value of *Sobel test* of 1.90 which is below the critical threshold of 1.98. (2025) states that performance reflects the level of achievement of results for the implementation of certain tasks in the organization, which in the context of government agencies is reflected in the ability of employees to complete work effectively and on time. The characteristics of government agencies that have clear rules, procedures, and division of duties allow employees to continue to show optimal performance directly without having to go through the process of forming emotional commitments first. This condition explains why the influence of the work environment on employee performance in this study is more dominant than through indirect channels involving organizational commitment as a connecting variable.

The Influence of Work Culture on Employee Performance through Organizational Commitment

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In contrast to the previous path, organizational commitment has been proven to play a role as a mediating variable in the relationship between work culture and employee performance, with the value of *Sobel test* of 2.75 which exceeded the critical value of 1.98. (Pradana 2021) describes performance as a result of a job function that reflects the extent to which individuals meet job requirements in an effort to achieve organizational goals. A positive work culture not only has a direct impact on performance, but also forms a sense of belonging and loyalty among employees which in turn strengthens their willingness to make an optimal contribution to the organization. These results are strengthened by findings in the public service sector, which show that organizational commitment significantly mediates the relationship between organizational culture and employee performance, so that strengthening a consistent work culture will be more effective in improving performance when accompanied by the simultaneous growth of employee organizational commitment.

CONCLUSION

Based on the results of the path analysis that has been carried out, it can be concluded that the work environment and work culture both contribute positively to organizational commitment and employee performance, with work culture showing the most dominant influence both directly and through mediation. On the other hand, organizational commitment has not been proven to mediate the relationship between the work environment and employee performance, because its influence tends to be direct without going through the process of emotional attachment of employees first. The Jembrana Regency Manpower and Industry Office is advised to prioritize strengthening work culture values, such as discipline, openness, and teamwork, considering that their contribution is the greatest to employee performance. The improvement of physical facilities in the workspace also needs to be considered on an ongoing basis. For future researchers, it is recommended to add other variables and expand the scope of the research sample so that the findings can be generalized more widely.

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