

The Influence of Work Environment and Work Motivation on Employee Performance Through Organizational Commitment as a Mediating Variable

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ABSTRACT

Employee performance plays a critical role in achieving organizational goals, particularly in public sector institutions where service quality and effectiveness are highly dependent on employees' capabilities and commitment. This study aims to examine the effects of the work environment and work motivation on employee performance, with organizational commitment serving as a mediating variable. A quantitative approach was employed using a survey method. Data were collected from 120 State Civil Apparatus (ASN) employees working at the Manpower and Transmigration Office of West Sumatra Province through a structured questionnaire. The sampling technique applied was saturated sampling, where all members of the population were included as respondents. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

The results indicate that both the work environment and work motivation have positive and significant effects on employee performance. Furthermore, the work environment and work motivation significantly influence organizational commitment, which in turn positively affects employee performance. The mediation analysis reveals that organizational commitment partially mediates the relationships between work environment and employee performance, as well as between work motivation and employee performance. These findings suggest that improving employee motivation and creating a supportive work environment can strengthen organizational commitment and ultimately enhance employee performance.

This study contributes to the organizational behavior literature by extending previous research through the inclusion of work motivation as an antecedent of employee performance and by validating the mediating role of organizational commitment within the public sector context.

Keywords: work environment, work motivation, organizational commitment, employee performance, PLS-SEM.

INTRODUCTION

Employee performance is one of the most important determinants of organizational success. In both private and public sector organizations, achieving organizational goals depends largely on employees' ability to perform their duties effectively and efficiently. High-performing employees contribute to better service quality, organizational productivity, and overall institutional effectiveness. Therefore, understanding the factors that influence employee performance remains an important issue in organizational and human resource management research.

In the public sector, employee performance is particularly important because government institutions are responsible for delivering public services and implementing development programs. In Indonesia, the performance of State Civil Apparatus (ASN) is evaluated through various mechanisms, including Employee Performance Targets (SKP), Individual Performance Indicators (IKU), and performance management systems. Despite these evaluation mechanisms, differences in employee performance levels remain a challenge in many government institutions.

Previous studies have identified several factors that influence employee performance, including work environment, job satisfaction, leadership, organizational culture, work discipline, organizational commitment, and work motivation. Among these factors, work environment and work motivation are considered particularly important because they directly affect employees' attitudes, behaviors, and willingness to achieve organizational goals.

The work environment refers to all physical and non-physical conditions surrounding employees while performing their jobs. A supportive work environment can create comfort, improve communication, reduce work stress, and encourage employees to perform better. Several studies have reported a positive relationship between work environment and employee performance (Zhenjing et al., 2022; Shammout, 2021; Ahmad et al., 2022). Similarly, work motivation has been recognized as a key factor that drives employees to exert greater effort and achieve higher levels of performance. Employees with strong motivation tend to demonstrate greater commitment, persistence, and responsibility in completing their tasks.

In addition to directly influencing employee performance, work environment and work motivation may also influence organizational commitment. Organizational commitment reflects an employee's psychological attachment, loyalty, and willingness to remain a member of an organization. Employees who experience a positive work environment and possess strong work motivation are more likely to develop a stronger commitment to their organization. In turn, organizational commitment may encourage employees to contribute more effectively and improve their performance.

Although previous studies have examined the relationships among work environment, work motivation, organizational commitment, and employee performance, several research gaps remain. First, most previous studies have focused on private sector organizations, while empirical evidence from public sector institutions remains relatively limited. Second, previous studies often examined work environment or work motivation separately, whereas research integrating both variables within a single model is still limited. Third, limited studies have investigated the mediating role of organizational commitment in explaining how work environment and work motivation influence employee performance within government institutions.

To address these gaps, this study examines the influence of work environment and work motivation on employee performance through organizational commitment as a mediating variable. The study focuses on employees of the Manpower and Transmigration Office of West Sumatra Province. By incorporating work motivation into the framework developed by Zhenjing et al. (2022) and examining the model within a public sector context, this study seeks to provide both theoretical and practical contributions to organizational behavior and public sector management literature.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the extent to which employees successfully accomplish their assigned tasks and responsibilities in accordance with organizational goals. According to Mangkunegara (2017), employee performance is the result of work achieved by an individual based on job responsibilities and organizational standards. In public sector organizations, employee performance is particularly important because it directly affects the quality of public services and organizational effectiveness.

Performance is commonly evaluated through several dimensions, including quality of work, timeliness, initiative, teamwork, and responsibility. Employees who demonstrate high levels of performance are generally characterized by their ability to complete tasks efficiently, maintain service quality, and contribute positively to organizational objectives.

Organizational commitment

Organizational commitment reflects an employee's psychological attachment and loyalty to an organization. Meyer and Allen (1991) conceptualized organizational commitment as consisting of three dimensions: affective

commitment, continuance commitment, and normative commitment. Affective commitment refers to emotional attachment to the organization, continuance commitment relates to the perceived costs of leaving the organization, and normative commitment reflects an employee's sense of obligation to remain with the organization.

Employees with strong organizational commitment tend to demonstrate greater loyalty, lower turnover intentions, and higher levels of performance. Consequently, organizational commitment has been widely recognized as a critical factor influencing organizational effectiveness and employee behavior.

Work environment

The work environment encompasses all physical and non-physical conditions surrounding employees while performing their duties. According to Sedarmayanti (2011), the work environment includes workplace facilities, safety conditions, interpersonal relationships, communication patterns, and managerial support.

A supportive work environment provides employees with comfort, security, and adequate resources to perform their jobs effectively. Conversely, an unfavorable work environment may create stress, reduce motivation, and hinder employee productivity. Therefore, organizations should strive to establish a positive work environment that promotes employee well-being and performance.

Work motivation

Work motivation refers to the internal and external forces that stimulate employees to act and persist in achieving organizational goals. McClelland's Theory of Needs suggests that individuals are primarily motivated by three needs: the need for achievement, the need for power, and the need for affiliation. Employees who possess strong achievement motivation are more likely to seek challenging tasks and strive for superior performance.

Motivated employees tend to invest greater effort, demonstrate stronger persistence, and maintain higher levels of commitment toward organizational objectives. As a result, work motivation has been consistently identified as one of the most important determinants of employee performance and organizational commitment.

Hypothesis Development

The Influence of the Work Environment on Employee Performance

A supportive work environment enables employees to perform their duties more effectively by providing adequate facilities, comfortable working conditions, and positive interpersonal relationships. According to organizational behavior theory, favorable workplace conditions reduce work-related stress and facilitate employee productivity. Employees who perceive their work environment positively are more likely to demonstrate higher levels of performance.

Empirical studies have consistently reported a positive relationship between work environment and employee performance (Zhenjing et al., 2022; Shammout, 2021; Ahmad et al., 2022). Therefore, the following hypothesis is proposed:

H1: Work environment has a positive and significant effect on employee performance.

The Influence of Work Motivation on Employee Performance

Motivation serves as a driving force that influences employee effort, persistence, and goal achievement. According to McClelland's Theory of Needs, employees who possess strong achievement motivation tend to exert greater effort in completing their tasks and achieving organizational objectives. Consequently, higher levels of work motivation are expected to result in better employee performance.

Previous studies have demonstrated that work motivation positively influences employee performance (Asyifa et al., 2023; Norkhalisah et al., 2024). Therefore, the following hypothesis is proposed:

H2: Work motivation has a positive and significant effect on employee performance.

The Influence of Work Environment on Organizational Commitment

Social Exchange Theory suggests that employees who receive favorable treatment from their organization are likely to reciprocate through stronger organizational commitment. A supportive work environment creates positive work experiences that encourage employees to develop emotional attachment and loyalty toward the organization.

Previous research has shown that work environment significantly influences organizational commitment (Zhenjing et al., 2022; Widjaya et al., 2021). Therefore, the following hypothesis is proposed:

H3: Work environment has a positive and significant effect on organizational commitment.

The Influence of Work Motivation on Organizational Commitment

Employees who are highly motivated tend to identify more strongly with organizational goals and values. Motivation encourages employees to invest greater effort and maintain long-term involvement within the organization. Consequently, motivated employees are more likely to develop stronger organizational commitment.

Empirical evidence has shown a positive relationship between work motivation and organizational commitment (Salleh et al., 2021; Sagituly & Guo, 2021). Therefore, the following hypothesis is proposed:

H4: Work motivation has a positive and significant effect on organizational commitment.

The Influence of Organizational Commitment on Employee Performance

Organizational commitment reflects employees' willingness to contribute to organizational success. Employees who feel emotionally attached and loyal to their organization are more likely to demonstrate greater responsibility, initiative, and dedication in completing their work.

Previous studies have found that organizational commitment positively affects employee performance (Zhenjing et al., 2022; Suharto et al., 2021). Therefore, the following hypothesis is proposed:

H5: Organizational commitment has a positive and significant effect on employee performance.

The Influence of Organizational Commitment on Mediating the Work Environment and Employee Performance

Organizational commitment is expected to mediate the relationship between work environment and employee performance because employees who experience a supportive work environment are more likely to develop stronger commitment, which subsequently enhances their performance.

Zhenjing *et al* (2022) conducted a study on the impact of the work environment on employee performance under the mediating role of organizational commitment, where the results showed that organizational commitment can mediate between the work environment and employee performance. Likewise, research by Nurkholifa (2022), Wahyudia (2022), and Kurnianingsih *et al* (2024) which analyzed the influence of the work environment on employee performance with organizational commitment as a mediating variable, the results showed that the work environment has a positive effect on employee performance through organizational commitment. Guided by the results of the above research, hypothesis

H6 : Organizational commitment mediates the relationship between the work environment and employee performance.

The Influence of Organizational Commitment on Mediating Work Motivation and Employee Performance

Highly motivated employees tend to develop stronger organizational commitment, which subsequently encourages them to contribute more effectively to organizational goals and performance outcomes

Wibowo's (2019) research analyzed how organizational commitment can mediate the influence of work motivation on employee performance, with the results of the study showing that organizational commitment can mediate the influence of work motivation on employee performance. Similarly, research by Suarjana *et al.* (2020), Sudama (2022), Nurgiyantoro *et al.* (2024), and Allo (2022) showed that organizational commitment can mediate the influence of work motivation on employee performance. Based on these research results, organizational commitment can mediate the influence of work motivation on employee performance, so that the hypothesis H7 can be developed : *Organizational* commitment mediates the relationship between work motivation and employee performance.

Framework

Based on the theoretical basis and several studies that have been described previously, the framework of thought in this research is as follows:

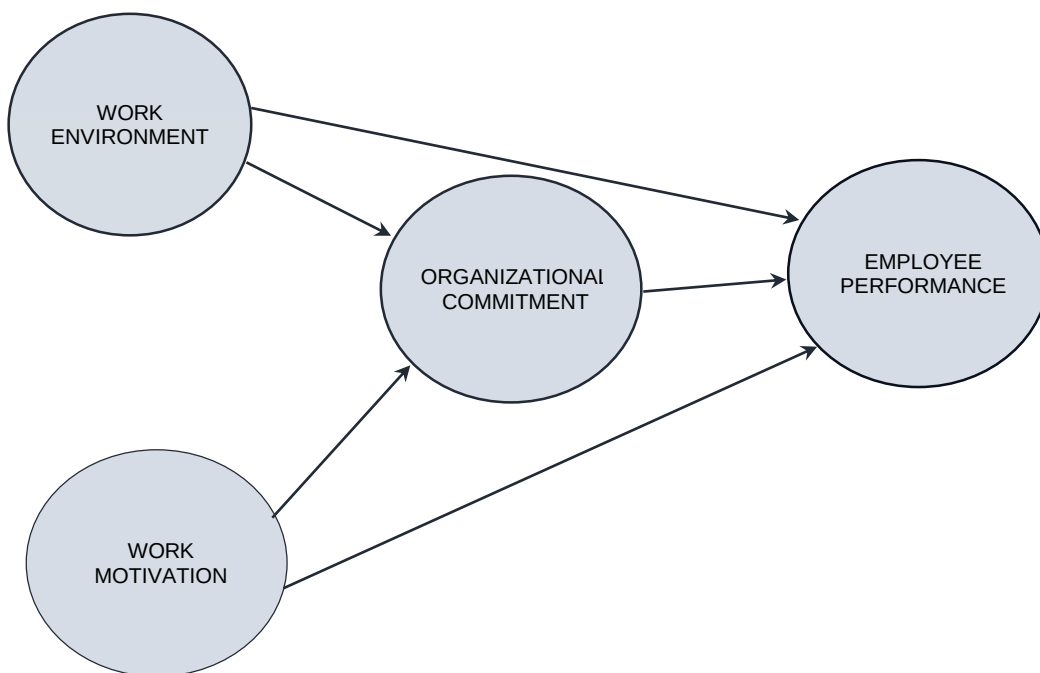


Figure 1. Framework of Thought

RESEARCH METHODS

This research was conducted with the object of research being the State Civil Apparatus (ASN) at the Manpower and Transmigration Office of West Sumatra Province totaling 120 employees. The sampling technique used saturated or census sampling. Saturated sampling is a sampling technique when all populations used in the study are used as samples (Sugiyono, 2017). The data collection method used a descriptive method that aims to analyze and present data in accordance with the research problem. The data collection method in this study was by distributing a circle scale questionnaire, where respondents gave answer scores with the following provisions: SS: Strongly Agree score 5, S: Agree score 4, N: Neutral score 3, TS: Disagree score 2 and STS: Strongly Disagree score 1.

In this study, employee performance was measured using 5 (five) indicators, namely quality of work results, punctuality, initiative, ability to work together and work responsibility using 20 (twenty) statement items developed by Mangkunegara. (2017). Then the work environment is measured using 5 (five) indicators, namely physical conditions, social relationships, relationships with superiors, security and safety work facilities with 20

(twenty) statement items developed by Sedarmayanti (2011), work motivation is measured using 3 (three) indicators, namely the need for achievement, the need for power and the need for affiliation with 15 (fifteen) statement items developed by Richard and Brainstein (1976) in Mas'ud (2004) and organizational commitment is divided into 3 (three) indicators, namely, affective commitment, ongoing commitment and normative commitment with 24 (twenty four) statement items developed by Allen, Mayer (1993) in Mas'ud (2004).

Data Analysis Methods

This study uses a data analysis method using *SmartPLS 3.2.8*. which is a variant-based structural equation analysis (*Structure Equation Modeling/ SEM*), which can simultaneously test the *Measurement Model Assessment (MMA)* measurement model, as well as the *Structural Model Assessment (SMA)* structural model . *MMA* is used to test validity and reliability, while *SMA* is used to test quality (hypothesis testing with *productive relevance*).

MMA is used to test construct validity and statement items, to determine the research instrument's ability to measure each indicator related to its latent variable (Ghozali, Latan, 2012). The tests performed in *MMA* are *convergent validity* and *discriminant validity*. According to Hair *et al.* (2014), *Convergent validity* is the extent to which items from a construct cluster together. In *convergent validity* analysis, there are four assumptions that must be met: *outer loadings* > 0.7; *Cronbach's alpha* > 0.7; *composite reliability* > 0.7; and *average extracted variance (AVE)* > 0.5.

Discriminant validity measurement can be done using the *cross loadings method* , where the statement items used to measure certain variables have the highest loading scores compared to other variables. (Hair *et al* , 2014). *Discriminant validity* has several methods, namely the *Fornell-Larcker Criterion* , *Cross Loadings* and *Heterotrait-Monotrait (HTMT)*.

Descriptive analysis was then conducted by examining the Respondent Achievement Level (TCR) values. Descriptive analysis using TCR helps researchers understand respondents' levels of achievement regarding the research variables. This analysis provides an overview of the population being studied and helps researchers interpret the research results more accurately, using the following formula:

$$TCR = \frac{\text{Average Answer Score}}{\text{Respondent x maximum score}} \times 100\%$$

Furthermore, *R square* (R^2) is used to measure how much endogenous variables are influenced by other variables (exogenous). Meanwhile, *Q Square* (Q^2) or *predictive relevance* is used to determine the ability of exogenous variables to predict endogenous variables. (Hair *et al* , 2014).

Structural Model Assessment (SMA) is a structural model for predicting causal relationships between latent variables. *SMA* testing uses a bootstrapping procedure to determine whether a latent variable influences or not other latent variables, where if an exogenous variable on an endogenous variable has a T statistic > 1.96 and a P value < 0.05, then it can be interpreted that the exogenous variable influences the endogenous variable, and vice versa (Bagozzi and Yi, 1998).

RESULTS AND DISCUSSION

The analysis results begin with the response rate or level of response of research respondents, then followed by the respondent profile, Measurement Model Assessment, descriptive analysis, R square analysis, and Structural Model Assessment.

The questionnaire was created using *Google Forms* and distributed to all employees working at the Manpower and Transmigration Office of West Sumatra Province, including employees working at several Technical Implementation Units (UPT), located in several regencies and cities in West Sumatra. A total of 122 questionnaires were distributed. Of these, 120 employees completed the questionnaires, resulting in a *response rate* of 98.36%. Based on this, the total number of questionnaires that could be processed and analyzed further in this study was 120 questionnaires.

Respondent Characteristics

Characteristics of respondents in the study this, the number of respondents was obtained man 67 person or 55.8% and female respondents 53 people or 44.2%. Then the majority of respondents aged 41-50 years as many as 58 people or 48.3%, then aged 51-60 years as many as 35 people or 29.2%, aged 31-40 years as many as 20 people or 16.7% and aged 20-30 years as many as 7 people or 5.8%. In general, the majority of respondents had a Bachelor's degree (S1) namely 71 people or 59.2%, then postgraduate education (S2) as many as 37 people or 30.8%, high school as many as 8 people or 6.7%, those with Diploma education 3 people or 2.5% and elementary school education as many as 1 person or 0.8%. Respondent characteristics are seen from the length of service, working for 11-15 years as many as 36 people or 30%, then working for 16-20 years as many as 29 people or 24.2%, then with a working period of more than 25 years, namely 23 people or 19.2%, period 21 people working 21-25 years or 17.5% and 11 people working < 5 years or 9.2%.

Measurement Model Assessment

This study uses the Measurement Model Assessment (MMA) instrument test or evaluation of the measurement model used to determine the relationship between statement items and constructs/variables consisting of *convergent validity* and *discriminant validity* (Hair *et al.* , 2014).

the outer loadings analysis, it was found that in organizational commitment there were 2 (two) invalid statement items, namely KO15 and KO20 because these items had *outer loadings* smaller than 0.7. Meanwhile, in the employee performance variable, all items had *outer loadings* greater than 0.7, or were declared valid.

Furthermore, in the work environment variable, there was 1 (one) invalid statement item, namely LK9. Furthermore, in the performance motivation variable, there was 1 (one) invalid statement item, namely MK13. The items declared invalid were removed and then a *convergent validity analysis* was carried out again. Then, the results of *the next stage of the outer loadings analysis* found that all statement items used to measure the research variables were valid because they had *outer loadings values* greater than 0.7.

After analyzing *the outer loadings* , *the results of the Cronbach's Alpha* , *Composite Reliability* and *Average Variance* analyses can be seen. *Extracted (AVE)* as follows:

Table 1. Results of Cronbach's alpha analysis , composite reliability and AVE

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.969	0.971	0.630
Organizational Commitment	0.964	0.967	0.573
Work environment	0.963	0.966	0.603
Work motivation	0.947	0.953	0.592

Source: Data processed by SemPLS (2025)

Based on the table above, it can be seen that all variables have a *Cronbach's Alpha* greater than 0.7. *Composite Reliability* is also greater than 0.7 and *AVE* is greater than 0.5, where these findings confirm that the measurement instruments used in the study have a level of consistency, construct reliability, and validity that is in accordance with the established provisions (Hair *et al.*, 2014).

Discriminant Validity

the discriminant validity analysis has several methods, namely a) Fornell – Larcker criterion , b) Cross Loadings and c) Heterotrait-Monotrait (HTMT). The results of the discriminant validity analysis can be seen as follows:

Table 2. Fornell-Lacker Criterion Method

	Employee Performance	Organizational Commitment	Work environment	Work motivation
Employee Performance	0.794			
Organizational Commitment	0.752	0.757		
Work environment	0.747	0.707	0.776	
Work motivation	0.767	0.738	0.759	0.769

Source : Data processed by SemPLS (2025)

From the discriminant validity test using the *Fornell–Larcker criteria* , it shows that the value of each construct is higher compared to the correlation between other constructs, so that the measurement model used can be declared to meet the discriminant validity requirements and is suitable to continue to the structural model testing stage.

Then the discriminant validity test using the *cross loading method* shows that the indicators measuring each variable show a relatively high loading value on the intended construct.

Overall, the results of the analysis indicate that the constructs of Employee Performance, Organizational Commitment, Work Environment, and Work Motivation have good convergent validity because most of the loading values are above 0.7. Thus, the results of this analysis prove that all indicators have met the criteria for discriminant validity through the cross loading method, because each item has good discriminatory power in explaining its respective constructs, while being clearly different from other constructs, so that the measurement model can be declared discriminant valid.

Furthermore, the results of *discriminant validity* using the HTMT method are as shown in the following table:

Table 3. Heterotrait-Monotrait Method (HTMT)

	Employee Performance	Organizational Commitment	Work environment	Work motivation
Employee Performance				
Organizational Commitment	0.813			
Work environment	0.768	0.726		
Work motivation	0.817	0.767	0.821	

Source: Data processed by SemPLS (2025)

Based on the table above, it can be seen that the correlation value between variables does not exceed 0.85 (Hair et al., 2014), so that the requirements for *convergent validity analysis* using the HTMT method have been met.

Descriptive Analysis

The purpose of descriptive analysis is to describe the findings of each research variable. The following describes the variables studied.

Employee Performance

Employee performance was initially measured using 20 statement items, based on the results of the outer loadings test, all statements were declared valid.

Table 4. Description of Employee Performance Variables

No.	Statement	Average	TCR (%)	Note
	Quality of Work Results			

KP1	I always produce work according to the specified standards.	4.34	86.83	Very good
KP2	I try to give the best work results.	4.28	85.50	Very good
KP3	My work rarely has errors.	4.38	87.50	Very good
KP4	I do my work carefully and precisely.	4.38	87.67	Very good
Total Quality of Work Results		4.34	86.88	Very good
Timeliness of Completion				
KP5	I completed the assignment on time as per schedule.	4.37	87.33	Very good
KP6	I rarely experience delays in completing work.	4.36	87.17	Very good
KP7	I am able to manage my working time well.	4.37	87.33	Very good
KP8	I prioritize tasks that have deadlines first.	4.32	86.33	Very good
Total On-Time Completion		4.35	87.04	Very good
Initiative				
KP9	I have the initiative to complete work without waiting for orders.	4.33	86.50	Very good
KP10	I often provide ideas or suggestions for work improvement.	4.36	87.17	Very good
KP11	I took the initiative to help colleagues who were having difficulties.	4.43	88.67	Very good
KP12	I am proactive in seeking solutions when facing work obstacles.	4.33	86.50	Good
Total Initiative		4.36	87.21	Very good
Ability to Work Together				
KP13	I have good working relationships with my coworkers.	4.40	88.00	Very good
KP14	I am open to input from colleagues.	4.29	85.83	Very good
KP15	I adapt easily in work teams.	4.38	87.50	Very good
KP16	I support the achievement of team goals.	4.30	86.00	Very good
Total Ability to Work Together		4.34	86.83	Very good
Job Responsibilities				
KP17	I complete the work according to its duties and functions	4.35	87.00	Very good
KP18	I am responsible for the results of my work.	4.38	87.67	Very good
KP19	I maintain the trust given by my superiors.	4.38	87.50	Very good
KP20	I do not avoid the tasks that are my responsibility.	4.38	87.50	Very good
Total Job Responsibilities		4.37	87.42	Very good
Total Employee Performance		4.35	87.08	Very good

Source : Data processed (2025)

Based on the results of the descriptive analysis, the average employee performance variable was found to be 4.35 and the TCR value was 87.08%, meaning that employee performance was classified as very good. The results of the study found that the work responsibility dimension had the highest average score of 4.37 with a TCR of 87.42%, meaning that employee performance emphasized more on work responsibility in completing tasks that were included in the very good category.

Meanwhile, the dimension with the lowest average value was the dimension of the ability to work together, namely 4.34 with a TCR of 86.83%. This means that the ability of employees to work together to complete their work still needs attention. Based on the statement items, the highest score was found in item KP11 (I take the initiative to help colleagues who are having difficulties), this means that performance will be high if it can help colleagues who are having difficulties in completing their work. Meanwhile, the statement item with the lowest score was KP2 (I try to provide the best work results), this means that employee understanding to provide the best work results is still considered necessary to be improved.

Organizational Commitment

Organizational commitment was initially measured using 24 statement items, but the results of *the outer loadings analysis* showed that 2 statement items were invalid, so that only 22 statement items were valid.

Table 5. Description of Organizational Commitment Variables

No.	Statement	Average	TCR (%)	Note
Affective Commitment				
KO1	I would be very happy to spend the rest of my career working at the West Sumatra Provincial Manpower and Transmigration Office.	3.78	75.50	Tall
KO2	I am proud of the West Sumatra Provincial Manpower and Transmigration Office to other people outside the office.	3.63	72.50	Tall
KO3	I really feel that the problem of the West Sumatra Provincial Manpower and Transmigration Office is my problem too.	3.48	69.67	Tall
KO4	I think it will not be easy to be tied to another agency like I am tied to the West Sumatra Provincial Manpower and Transmigration Office.	3.41	68.17	Tall
KO5	I feel like I'm part of my own family in the West Sumatra Provincial Manpower and Transmigration Office environment.	3.37	67.33	Tall
KO6	I feel emotionally attached to the West Sumatra Provincial Manpower and Transmigration Office	3.38	67.67	Tall
KO7	The West Sumatra Provincial Manpower and Transmigration Office has a very important meaning for me personally.	3.42	68.33	Tall
KO8	I have strong feelings towards the West Sumatra Provincial Manpower and Transmigration Office	3.44	68.83	Tall
Total Affective Commitment		3.49	69.75	Tall
Ongoing Commitment				
KO9	I'm worried about what might happen if I quit my job without having a similar job lined up.	3.48	69.67	Tall
KO10	It would be very difficult for me to leave the West Sumatra Provincial Manpower and Transmigration Office at this time, even if I wanted to.	3.41	68.17	Tall
KO11	Many things will be disturbed in my life if I leave the West Sumatra Provincial Manpower and Transmigration Office.	3.40	68.00	Tall
KO12	It would be too detrimental for me to leave the West Sumatra Provincial Manpower and Transmigration Office at this time.	3.43	68.67	Tall
KO13	Currently, continuing to work at the West Sumatra Provincial Manpower and Transmigration Office is both a personal need and desire.	3.30	66.00	Tall
KO14	I have little choice to leave this West Sumatra Provincial Manpower and Transmigration Office	3.45	69.00	Tall
KO16	One of the main reasons I continue to work at the West Sumatra Provincial Manpower and Transmigration Office is that leaving it would require considerable personal sacrifice.	3.41	68.17	Tall
Total Sustainable Commitment		3.41	68.24	Tall
Normative Commitment				
KO17	I think nowadays people often move from one department to another.	3.39	67.83	Tall
KO18	I don't believe that one should always be loyal to their service.	3.38	67.67	Tall
KO19	Moving from one service to another seems unethical to me.	3.43	68.67	Tall
KO21	If I get a better job offer elsewhere, I will not feel that the offer is a good reason to leave the West Sumatra Provincial Manpower and Transmigration Office.	3.52	70.33	Tall

KO22	I was educated to believe in the value of loyalty to one's service.	3.47	69.33	Tall
KO23	What's better nowadays is when people stay in one service throughout their career.	3.43	68.67	Tall
KO24	I don't think that being a loyal employee of a service is a wise move.	3.42	68.33	Tall
Total Normative Commitment		3.43	68.69	Tall
Total Organizational Commitment		3.44	68.89	Tall

Source: Processed data (2025)

The table shows that the average score of organizational commitment is 3.44 with a TCR of 68.89%, which is included in the high category. This indicates that in general employees have a fairly high level of attachment to the organization, both from the affective, ongoing, and normative sides. Based on the dimensions used, the affective commitment dimension has the highest average score of 3.49 with a TCR of 69.75%, meaning that the employee's relationship to the organization is quite high. Meanwhile, the lowest average score is in the ongoing commitment dimension, namely 3.41 with a TCR of 68.24%, which means that the aspect of employee commitment and employee loyalty to the organization still needs attention. Based on the statement items used, the highest score was found in item KO1 (I would be very happy to spend the rest of my career working at the West Sumatra Provincial Manpower and Transmigration Office), which means that employees are very happy to spend the rest of their careers at the Office. Meanwhile, the statement item with the lowest score was KO13 (Currently, continuing to work at the West Sumatra Provincial Manpower and Transmigration Office is both a need and a personal desire), which means that the employee's desire to continue working at the West Sumatra Provincial Manpower and Transmigration Office is still not optimal.

Work Environment

The Work Environment was initially measured using 20 statement items, but the results of the outer loadings test showed 1 (one) invalid statement item.

Table 6. Description of Work Environment Variables

No.	Statement	Average	TCR (%)	Note
Physical Condition				
LK1	My work space has adequate lighting.	3.36	67.17	Good
LK2	I feel comfortable with the temperature in the work space.	3.26	65.17	Currently
LK3	The work space is in a clean and tidy condition.	3.35	67.00	Good
LK4	Air circulation in the workplace is good.	3.30	66.00	Good
Total Physical Condition		3.32	66.33	Good
Social Relations				
LK5	I have a good relationship with my coworkers.	3.33	66.50	Good
LK6	I feel accepted by my work team.	3.36	67.17	Good
LK7	Communication between employees runs smoothly.	3.37	67.33	Good
LK8	I feel appreciated by my coworkers.	3.38	67.50	Good
Total Social Relations		3.36	67.13	Good
Relationship with Superiors				
LK10	I can have open discussions with my superiors.	3.21	64.17	Currently
LK11	My boss supports my self-development.	3.36	67.17	Good
LK12	I feel appreciated by the leadership.	3.27	65.33	Currently
Total Relationship with Superiors		3.28	65.56	Good
Work Facilities				
LK13	The work equipment in my office is available in good condition.	3.35	67.00	Good
LK14	The work facilities in my office are adequate to complete tasks.	3.33	66.50	Good
LK15	I get access to technology in the office as needed.	3.24	64.83	Currently
LK16	The physical environment supports work productivity.	3.33	66.67	Good
Total Work Facilities		3.31	66.25	Good

Security and Safety				
LK17	I feel safe in the work environment.	3.53	70.50	Good
LK18	There are emergency facilities at my workplace.	3.31	66.17	Good
LK19	I know how to deal with emergency situations.	3.33	66.67	Good
LK20	My workplace has a clear workplace safety policy.	3.33	66.67	Good
Total Security and Safety		3.38	67.50	Good
Total Work Environment		3.33	66.55	Good

Source: Processed data (2025)

The table shows that the average work environment score is 3.33 with a TCR of 66.55%, which is classified as good. This reflects that the work environment conditions at the West Sumatra Provincial Manpower and Transmigration Office are good and adequate, but there are still aspects that need to be improved.

The occupational safety and security dimension obtained the highest average score of 3.38 (67.50%) with a good category, which indicates that employees feel quite safe in the work environment and assess the existence of safety facilities and policies as adequate. Furthermore, the dimension with the lowest score is the relationship with superiors with an average of 3.28 with a TCR of 65.56%, which is in the medium category. This indicates that there are still limitations in the aspects of open communication, appreciation from leaders.

The results of the analysis show that the item with the highest average score is LK17 (I feel safe in the work environment) with an average value of 3.53 and a TCR of 70.50%, which is included in the good category. In contrast, the item with the lowest score was LK10 (I can have open discussions with my superiors) with an average value of 3.21 and a TCR of 64.17%, which is in the moderate category.

Work Motivation

Work motivation was initially measured using 15 statement items, but the results of *the outer loadings test* showed that 3 statement items were invalid, so that only 12 statement items were declared valid.

Table 7. Description of Work Motivation Variables

No.	Statement	Average	TCR (%)	Note
Need for Achievement				
MK1	I tried very hard to improve my past performance.	3.47	69.33	Tall
MK2	I enjoy difficult challenges	3.33	66.67	Tall
MK3	I want to know how much progress I am making while completing the assignment.	3.31	66.17	Tall
MK4	I like to set and achieve realistic goals.	3.25	65.00	Currently
MK5	I enjoy the satisfaction of completing a difficult task.	3.38	67.50	Tall
Total Achievement Needs		3.35	66.93	Tall
Need for Power				
MK6	I enjoy competition and winning	3.31	66.17	Tall
MK7	I enjoy responsibility in my work.	3.35	67.00	Tall
MK8	I address directly with the person who stated something I disagree with.	3.33	66.67	Tall
MK9	I like to influence others to follow my way of doing things.	3.33	66.50	Tall
MK10	I often work to gain more control over the events around me.	3.34	66.83	Tall
Total Power Requirements		3.33	66.63	Tall
Affiliate Needs				
MK11	I often find myself talking to people around me, about issues outside of work.	3.33	66.67	Tall
MK12	I want to be liked by others	3.23	64.67	Currently
MK14	I enjoy being part of a group in an organization.	3.35	67.00	Tall

MK15	I enjoy working with other people more than working alone.	3.33	66.50	Tall
Total Affiliate Needs		3.31	66.21	Tall
Total Work Motivation		3.33	66.59	Tall

Source: Processed data (2025)

The table shows that the average work motivation score is 3.33 with a TCR of 66.59% which is classified as high. The dimension with the highest value is the need for achievement with an average score of 3.35, a TCR value of 66.93% in the high category, indicating that employees have a strong enough drive to improve performance, enjoy challenges, and obtain satisfaction from task achievement. Conversely, the lowest value dimension is the need for affiliation with an average score of 3.31 and a TCR of 66.21%, which shows that employee motivation in establishing interpersonal relationships, both in the form of cooperation and emotional closeness with coworkers, is relatively lower compared to the need for achievement and power.

Then the statement item with the highest score was MK1 (I tried very hard to improve my past performance) with an average value of 3.47 and a TCR of 69.33%. This shows that the majority of employees have a real awareness and effort to improve and increase their performance continuously. Meanwhile, the statement with the lowest score was MK12 (I want to be liked by others) with an average value of 3.23 and a TCR of 64.67%. This illustrates that the employee's need to gain social acceptance or popularity is relatively less dominant.

Square and Q Square

Table 8. R Square and Q Square

	R Square	Information	Q Square	Information
Employee Performance	0.729	Currently	0.448	Strong
Organizational Commitment	0.586	Currently	0.325	Currently

Source: SmartPLS Processed Data (2025)

Based on the table above, it can be seen that employee performance has an R^2 of 0.729 and can be interpreted that the influence of the work environment and work motivation on employee performance is 72.9% which is classified as moderate, and the remaining 27.1% is influenced by other variables. Meanwhile, the employee performance variable has a Q^2 of 0.586 which can be interpreted that the ability of the work environment and work motivation to predict employee performance is strong (Hair *et al* , 2014).

Then, Organizational Commitment has an R^2 of 0.586 and can be interpreted that the influence of the work environment and work motivation on organizational commitment is 58.6% which is classified as moderate, and the remaining 41.4% is influenced by other variables. Meanwhile, Q^2 on organizational commitment is 0.325 and can be interpreted that the ability of the work environment and work motivation to predict organizational commitment is included in the moderate category (Hair *et al* , 2014).

Structural Model Assessment

Structural Model Assessment (SMA) is a structural model for predicting causal relationships between latent variables. SMA testing uses a bootstrapping procedure . If an exogenous variable has a T statistic > 1.96 and a P value < 0.05 on an endogenous variable, it can be interpreted that the exogenous variable influences the endogenous variable, and vice versa (Bagozzi & Yi, 1998).

Table 9. Structural Model Assessment Results

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Kete
Work Environment -> Employee Performance	0.201	0.077	2,630	0.009	H1 Accepted

Work Motivation -> Employee Performance	0.331	0.097	3,411	0.001	H2 Accepted
Work Environment -> Organizational Commitment	0.329	0.087	3,764	0.000	H3 Accepted
Work Motivation -> Organizational Commitment	0.479	0.083	5,769	0.000	H4 Accepted
Organizational Commitment -> Employee Performance	0.403	0.083	4,879	0.000	H5 Accepted

Source: SmartPLS Processed Data (2025)

Based on the image and table above, it can be interpreted as follows:

1. The influence of the work environment on employee performance has a positive Original Sample (O) value, T statistics 2.630 (greater than 1.96) and P values 0.009 (smaller than 0.05) so it can be concluded that the work environment has a positive and significant influence on employee performance (H1 is accepted).
2. The influence of work motivation on employee performance has a positive Original Sample (O) value, T statistics 3.411 (greater than 1.96) and P values 0.001 (smaller than 0.05) so it can be concluded that work motivation has a positive and significant influence on employee performance (H2 is accepted).
3. Original Sample (O) value, T statistics 3.764 (greater than 1.96) and P values 0.000 (smaller than 0.05) so it can be concluded that the work environment has a positive and significant influence on organizational commitment (H3 is accepted).
4. The influence of work motivation on organizational commitment has a positive Original Sample (O) value, with T statistics of 5.769. (greater than 1.96) and P values 0.000 (smaller than 0.05) so it can be concluded that work motivation has a positive and significant effect on organizational commitment (H4 is accepted).
5. The influence of organizational commitment on employee performance has a positive Original Sample (O) value, T statistics 4.879 (greater than 1.96) and P values 0.000 (less than 0.05) so it can be concluded that organizational commitment has a positive and significant influence on employee performance. (H5 is accepted).

Furthermore, the results of the analysis of the mediating impact of organizational commitment to the work environment and work motivation on employee performance can be seen in the following table:

Table 1 0. Results of the Analysis of Organizational Commitment as a Mediating Variable

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Work Environment -> Organizational Commitment -> Employee Performance	0.132	0.042	3,136	0.002	H6 Accepted
Work Motivation -> Organizational Commitment -> Employee Performance	0.193	0.055	3,486	0.001	H7 Accepted

Source: SmartPLS Processed Data (2025)

The table shows that organizational commitment in mediating the relationship between the work environment and employee performance has a T statistics of 3.136 (greater than 1.96) and P values of 0.002 (smaller than 0.05) so it can be concluded that organizational commitment is proven to mediate the relationship between the work environment and employee performance (H6 is accepted). Furthermore, organizational commitment in mediating the relationship between work motivation and employee performance has a T statistics of 3.486 (greater than 1.96) and P values of 0.001 (smaller than 0.05) so it can be concluded that organizational commitment is also proven to mediate the relationship between work motivation and employee performance (H7 is accepted). Overall, these findings show that Organizational Commitment plays a significant role as a mediating variable in bridging the influence of the Work Environment and Work Motivation on Employee Performance.

DISCUSSION

The effect of Work Environment on Employee Performance

The results of this study indicate that the work environment has a positive and significant effect on employee performance. This finding suggests that employees working in a supportive and conducive environment tend to demonstrate higher levels of performance. A favorable work environment provides employees with adequate facilities, comfortable working conditions, effective communication, and positive interpersonal relationships, which enable them to perform their duties more efficiently and effectively.

From a theoretical perspective, this finding supports organizational behavior theory, which emphasizes that workplace conditions influence employee attitudes and behaviors. A positive work environment can reduce work-related stress, increase job satisfaction, and encourage employees to focus on achieving organizational objectives. Consequently, employees are more likely to demonstrate greater productivity and responsibility in carrying out their tasks.

This result is consistent with previous studies conducted by Zhenjing et al. (2022), Shammout (2021), Ahmad et al. (2022), and Alzam and Hermina (2024), which reported that a supportive work environment contributes significantly to improved employee performance.

In the context of the Manpower and Transmigration Office of West Sumatra Province, the findings imply that management should continue improving workplace facilities, communication systems, and working conditions to support employees in achieving higher performance levels.

The Effect of Work Motivation on Employee Performance

The findings reveal that work motivation has a positive and significant effect on employee performance. This indicates that employees who possess stronger motivation are more likely to perform their duties effectively and achieve better work outcomes. Motivation serves as an internal driving force that encourages employees to exert greater effort, persist in overcoming challenges, and strive for excellence in their work.

This finding is consistent with McClelland's Theory of Needs, which suggests that individuals are motivated by the need for achievement, power, and affiliation. Employees with strong achievement motivation tend to set challenging goals and continuously seek opportunities to improve their performance.

The result supports previous studies by Asyifa et al. (2023), Norkhalisah et al. (2024), and Dian and Tiara (2020), which found that motivated employees consistently demonstrate higher levels of performance compared to less motivated employees.

For public sector organizations, particularly the Manpower and Transmigration Office of West Sumatra Province, enhancing employee motivation through recognition programs, career development opportunities, and performance-based rewards may contribute significantly to improving employee performance.

The effect of Work Environment on Organizational Commitment

The results indicate that the work environment positively and significantly affects organizational commitment. This finding suggests that employees who perceive their workplace as supportive, safe, and comfortable are more likely to develop stronger emotional attachment and loyalty toward their organization.

This finding can be explained through Social Exchange Theory, which argues that employees tend to reciprocate favorable treatment received from their organization. When organizations provide supportive working conditions and adequate resources, employees respond by developing stronger commitment and a greater willingness to contribute to organizational success.

The findings are consistent with previous studies conducted by Zhenjing et al. (2022), Widjaya et al. (2021), and Karateng et al. (2024), which reported a positive relationship between work environment and organizational commitment.

Practically, the findings suggest that creating a positive work environment is not only important for improving employee performance but also for strengthening employees' commitment to the organization.

The Effect of Work Motivation on Organizational Commitment

The findings demonstrate that work motivation has a positive and significant effect on organizational commitment. This indicates that highly motivated employees tend to exhibit stronger attachment, loyalty, and dedication toward their organization.

Employees who are motivated to achieve organizational goals often identify themselves more closely with the organization's mission and values. As a result, they become more committed to maintaining membership and contributing to organizational success. Motivation encourages employees to perceive their work as meaningful, which strengthens their emotional connection with the organization.

This result supports previous studies by Salleh et al. (2021), Sagituly and Guo (2021), and Mitha et al. (2023), which concluded that work motivation plays a critical role in enhancing organizational commitment.

The findings imply that organizational leaders should focus on motivational strategies that encourage employee engagement and foster stronger commitment within the organization.

The Influence of Organizational Commitment on Employee Performance

The results show that organizational commitment has a positive and significant effect on employee performance. This finding indicates that employees who possess stronger commitment to their organization are more likely to demonstrate higher levels of responsibility, initiative, and work effectiveness.

Organizational commitment creates a sense of belonging and emotional attachment that encourages employees to contribute beyond their formal job requirements. Employees who are committed to organizational goals are more willing to exert additional effort and maintain high standards of performance.

This finding supports the studies of Zhenjing et al. (2022), Suharto et al. (2021), and Maranata et al. (2022), which reported that organizational commitment is an important predictor of employee performance.

For the Manpower and Transmigration Office of West Sumatra Province, strengthening employee commitment may lead to improved service quality and higher organizational effectiveness.

The Influence of Organizational Commitment on Mediating the Work Environment and Employee Performance

The results indicate that organizational commitment significantly mediates the relationship between work environment and employee performance. Because both the direct effect of work environment on employee performance and the indirect effect through organizational commitment are significant, organizational commitment functions as a partial mediator.

This finding suggests that a supportive work environment improves employee performance not only directly but also indirectly by strengthening employees' commitment to the organization. Employees who perceive favorable working conditions tend to develop stronger emotional attachment and loyalty, which subsequently encourages them to perform more effectively.

The findings are consistent with previous studies conducted by Zhenjing et al. (2022), Nurkholifa (2022), and Kurnianingsih et al. (2024), which confirmed the mediating role of organizational commitment in the relationship between work environment and employee performance.

These results highlight the importance of creating a positive work environment as a strategy for simultaneously enhancing organizational commitment and employee performance.

The Influence of Organizational Commitment on Mediating Work Motivation and Employee Performance

The findings reveal that organizational commitment significantly mediates the relationship between work motivation and employee performance. Since both the direct and indirect effects are statistically significant, organizational commitment acts as a partial mediator in this relationship.

This finding suggests that motivated employees are not only able to improve their performance directly but are also more likely to develop stronger organizational commitment, which subsequently enhances their performance. Motivation encourages employees to invest greater effort in achieving organizational goals, while commitment strengthens their willingness to remain loyal and contribute to organizational success.

The result is consistent with previous studies conducted by Wibowo (2019), Suarjana et al. (2020), and Nurgiyantoro et al. (2024), which reported that organizational commitment plays a significant mediating role between work motivation and employee performance.

The findings imply that organizational leaders should not only focus on increasing employee motivation but also ensure that motivation is translated into stronger organizational commitment, thereby maximizing its impact on employee performance.

Closing

CONCLUSION

This study aimed to examine the influence of work environment and work motivation on employee performance through organizational commitment as a mediating variable among employees of the Manpower and Transmigration Office of West Sumatra Province. Based on the analysis of data collected from 120 State Civil Apparatus (ASN) employees using the PLS-SEM approach, several important conclusions can be drawn.

First, the findings demonstrate that both work environment and work motivation have positive and significant effects on employee performance. This indicates that employees tend to perform better when they work in a supportive environment and possess strong motivation to achieve organizational goals.

Second, the study confirms that work environment and work motivation positively and significantly influence organizational commitment. Employees who perceive favorable working conditions and experience higher levels of motivation are more likely to develop stronger attachment, loyalty, and commitment to their organization.

Third, organizational commitment is found to have a positive and significant effect on employee performance. Employees with stronger commitment demonstrate greater responsibility, dedication, and willingness to contribute to organizational success.

Finally, the mediation analysis reveals that organizational commitment partially mediates the relationships between work environment and employee performance as well as between work motivation and employee performance. These findings suggest that organizational commitment serves as an important mechanism through which workplace conditions and employee motivation contribute to improved performance.

Overall, this study highlights the importance of creating a supportive work environment and enhancing employee motivation as strategic efforts to strengthen organizational commitment and improve employee performance in public sector organizations.

Theoretical Implications

This study contributes to the organizational behavior and human resource management literature in several ways.

First, the study extends previous research by simultaneously examining the effects of work environment and work motivation on employee performance through organizational commitment within a single integrated model. While previous studies often investigated these variables separately, this research provides a more comprehensive understanding of their interrelationships.

Second, this study supports the assumptions of Social Exchange Theory by demonstrating that favorable organizational conditions, such as a supportive work environment and strong work motivation, encourage employees to reciprocate through stronger organizational commitment and improved performance.

Third, the findings enrich the empirical literature concerning organizational commitment by confirming its role as a partial mediating variable between work environment, work motivation, and employee performance. This result provides additional evidence that organizational commitment functions as an important psychological mechanism linking organizational factors and employee outcomes.

Finally, this study contributes to the limited body of research conducted within the Indonesian public sector context, particularly among State Civil Apparatus (ASN), thereby expanding the generalizability of existing organizational behavior theories.

Practical Implications

The findings of this study provide several practical implications for managers and policymakers within public sector organizations.

First, organizational leaders should prioritize the development of a supportive work environment by improving workplace facilities, ensuring occupational safety, enhancing communication systems, and fostering positive relationships between employees and supervisors. A conducive work environment can directly improve employee performance while simultaneously strengthening organizational commitment.

Second, management should implement strategies to enhance employee motivation through recognition programs, performance-based rewards, career development opportunities, training programs, and employee empowerment initiatives. Strengthening employee motivation may increase both organizational commitment and job performance.

Third, organizational commitment should be treated as a strategic organizational asset. Management should develop policies that strengthen employees' emotional attachment and loyalty to the organization, such as participative leadership practices, transparent decision-making processes, and opportunities for professional growth.

For the Manpower and Transmigration Office of West Sumatra Province, these findings suggest that investments in employee motivation and workplace improvement initiatives can contribute significantly to organizational effectiveness and public service quality.

Future Research Directions

Future studies are encouraged to expand and refine the model developed in this research.

First, future researchers may examine additional variables that potentially influence employee performance, such as transformational leadership, organizational culture, job satisfaction, employee engagement, psychological empowerment, and compensation systems.

Second, future studies should consider conducting research across multiple government agencies, private organizations, or different industrial sectors to improve the generalizability of the findings.

Third, longitudinal research designs are recommended to better understand the dynamic relationships among work environment, work motivation, organizational commitment, and employee performance over time.

Fourth, future researchers may explore alternative mediating or moderating variables, such as employee engagement, job satisfaction, organizational culture, or perceived organizational support, to provide a deeper understanding of the mechanisms influencing employee performance.

Finally, comparative studies involving different regions, organizational levels, or cultural settings may provide valuable insights into how contextual factors shape the relationships among the variables examined in this study.

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