

The Influence of Work Environment and Organizational Commitment on Employee Performance with Motivation as a Mediating Variable at the Population and Civil Registration Service of Gresik Regency

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Abstract

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The purpose of this study was to analyze and test the influence of work environment and organizational commitment on employee performance with motivation as a mediating variable at the Population and Civil Registration Service of Gresik Regency directly and indirectly. The approach used in this study is a causal approach. The population in this study were all employees of the Population and Civil Registration Service of Gresik Regency. The sample in this study used a saturated sample of 107 from all employees of the Population and Civil Registration Service of Gresik Regency. The data collection technique in this study used documentation, observation, and questionnaire techniques. The data analysis technique in this study used a quantitative approach using statistical analysis with the Outer Model Analysis test, Inner Model Analysis, and Hypothesis Testing. Data processing in this study used the PLS (Partial Least Square) software program. The results of this study prove that 1) the work environment does not affect employee performance, 2) organizational commitment affects employee performance, 3) the work environment affects employee performance, 4) organizational commitment affects employee performance, 5) motivation affects employee performance, 6) the work environment can improve employee performance through motivation, and 7) organizational commitment cannot improve employee performance through motivation.

Keywords: Work Environment, Organizational Commitment, Motivation, Employee Performance

INTRODUCTION

In this era of fast-paced and connected globalization, effective public service is not only about providing basic services, but also about how to adapt to changing times and increasingly complex community needs. The government and public service providers must be able to face challenges and utilize technology and best practices to ensure that every citizen receives quality and timely service. Public service, as regulated in Article 1 paragraph (2) of Law Number 25 of 2009, is a series of activities carried out by providers to meet the needs of the community in the form of administration or functional (Government of the Republic of Indonesia, 2009).

Human Resources (HR) not only functions as an administrative unit, but is a vital element that determines the success and sustainability of an organization. Human resources as a function that involves managing all aspects of the workforce, including recruitment, training, performance

management and employee development (Alan Coliins et al. 2020:5). Moreover, Michael Armstrong et al. (2020:4) mentions human resources as an aspect of management that is responsible for managing and improving the development of human resources in an organization. In every organization, quality employees are a very valuable asset, like a solid foundation in a building. Quality Human Resources refers to employees who have the skills, knowledge, and competencies needed to do their jobs effectively. This includes employees who not only meet basic criteria but also demonstrate the ability to develop and contribute significantly to organizational goals (Dessler, G2020:7). Gomez-Mejia et al. (2021:285) also emphasize that quality human resources include employees who not only have the necessary technical skills but also demonstrate competencies such as creativity, adaptability, and interpersonal skills.

Employee performance refers to the work results obtained by an employee in carrying out the tasks and responsibilities that are mandated, which are measured based on quality, quantity, and time. This performance is also influenced by various factors, such as ability, motivation, and work environment (Mangkunegara, A.P., 2020:67). Hasibuan, M., (2016:84) Employee performance is how well employees complete the tasks given, which contributes to the achievement of organizational goals. This involves aspects of productivity, efficiency, and effectiveness in working. It is suspected that employee performance at the Population and Civil Registration Service of Gresik Regency has decreased in meeting performance targets which are influenced by the work environment, organizational commitment, and motivation. The work environment at the Population and Civil Registration Service of Gresik Regency supports the process of verification, recording and issuing population documents through the network by users. Users are specifically accommodated in the system and policies as well as other supporting facilities.

Motivation is a series of processes that explain why people act in a certain way in the work environment. High motivation will direct employees to work more efficiently and effectively (Hasibuan, H.S., 2016:92). According to Mangkunegara, A.P. (2020), motivation is a process that influences a person's intensity, direction, and persistence in achieving goals. Good motivation is very important to improve employee performance and productivity.

The background of this study emphasizes the importance of understanding the factors that can affect employee performance in the context of public service institutions, with a focus on the influence of the work environment and organizational commitment, as well as the role of motivation as a mediator. This study aims to provide information that can help improve the performance and effectiveness of services at the Population and Civil Registration Service of Gresik Regency.

METHODS

The approach used in this study is a quantitative approach that focuses on hypothesis testing using statistical measuring instruments. Quantitative research aims to examine a particular population or sample, where sampling is generally done randomly. Data collection is carried out using research instruments, data analysis is quantitative/statistical, with the aim of testing the hypothesis (Sugiyono, 2018).

RESULTS AND DISCUSSION

Work Environment on Employee Performance

The influence of Work Environment on Employee Performance shows that the original sample is -0.076, negative because it is below zero and less than one. The t-statistic value obtained is 1.438, which is smaller than 1.960, and the P-Values value is 0.151, which is greater than 0.05. Thus, it can be concluded that the Work Environment has no influence and is not significant on Employee Performance. This means that improving the quality of the Work Environment will not have a significant impact on improving Employee Performance.

The Results of Respondents for the Work Environment Variable obtained a total average result of 4.21 with a strongly agree category. The lowest indicator is Occupational Health and Safety on statement item X1.4 The organization provides work safety training with 3.83 in the agree category. While the highest indicator is Interpersonal Relationships and Communication on statement item X1.7 I have a good relationship with coworkers with 4.54 in the strongly agree criteria.

Organizational Commitment on Employee Performance

The influence of Organizational Commitment on Employee Performance produces an original sample value of 0.633, which is positive and above zero. The t-statistic value is 11.624, which is greater than 1.960, and the P-value is 0.000, which is less than 0.05. These results indicate that Organizational Commitment has a positive and significant influence on Employee Performance. Thus, the higher the level of Organizational Commitment, the more positive and significant its influence on improving Employee Performance.

The results of the Respondents of the Organizational Commitment Variable obtained a total average result of 4.27 with a strongly agree category. The lowest indicator is Emotional attachment to the statement item X2.13 I am emotionally attached to the organization with 3.78 in the agree category. The highest indicator is Motivation to work on the statement item X2.9 I am motivated to give my best in work, with 4.51 in the strongly agree category.

Work Environment on Motivation

The influence of Work Environment on Motivation produces an original sample value of 0.458, which is positive and above zero. The t-statistic value is 5.023, which is greater than 1.960, and the P-value is 0.000, which is less than 0.05. These results indicate that the Work Environment has a positive and significant influence on Motivation. Thus, the better the condition of the Work Environment, the more significant the influence on increasing Motivation.

The Results of Respondents for the Work Environment Variable obtained the highest Indicator results, namely Interpersonal Relationships and Communication on the statement item X1.7 I have a good relationship with my coworkers with 4.54 on the criteria quite strongly agree.

Organizational Commitment to Motivation

The influence between Organizational Commitment to Motivation shows the original sample value of 0.419, which is positive and above zero. The t-statistic value obtained is 4.230, which is greater than 1.960, and the P-value is 0.000, which is less than 0.05. These results indicate that Organizational Commitment has a positive and significant influence on Motivation. Thus, the higher the Organizational Commitment, the more significant its influence on increasing Motivation.

Respondent Results Organizational Commitment Variable The highest indicator is Motivation to work on the statement item X2.9 I am motivated to give my best in my work with 4.51 on the strongly agree criteria.

Motivation on Employee Performance

The influence of Motivation on Employee Performance shows an original sample value of 0.390, which is positive and above zero. The t-statistic value obtained is 5.283, which is greater than 1.960, and the P-value is 0.000, which is less than 0.05. These results indicate that Motivation has a positive and significant influence on Employee Performance. Thus, the higher the Motivation, the more significant its influence on improving Employee Performance.

The results of the Motivation Variable Respondents obtained a total average result of 4.25 with the criteria of strongly agree. The lowest indicator is Awards and recognition on statement item Z.3 My superiors give recognition to my achievements with 3.89 in the agree category. While the highest indicator is Relationship between co-workers on statement item Z.11 I have a good relationship with co-workers with 4.50 in the strongly agree category.

Work Environment on Employee Performance Through Motivation Mediation

The Influence of Work Environment on Employee Performance through Motivation produces an original sample value of 0.179. The t-statistic value obtained is 3.554 and P-values of 0.000. The P-value is smaller than 0.05 and the t-statistic value is greater than 1.960, so the

influence is significant. Thus, it can be concluded that the Work Environment has a positive and significant influence on Employee Performance through Motivation.

Based on the t-statistic value, the direct influence of H1 is 1.438 smaller than the t-statistic value of H6 for the indirect influence of 3.554. This shows that the influence of mediation is full (full mediation), meaning that to improve employee performance, the influence of the work environment must go through motivation first.

Organizational Commitment to Employee Performance Through Motivation Mediation

The effect of Organizational Commitment to Employee Performance through Motivation shows an original sample value of 0.163. The t-statistic value obtained is 3.365, with a P-value of 0.001. The P-value is smaller than 0.05 and the t-statistic value is greater than 1.960, so it can be concluded that the effect is significant. Thus, Organizational Commitment is proven to have a positive and significant effect on Employee Performance through Motivation.

Based on the t-statistic value, the direct effect of H2 of 11.624 is greater than the t-statistic value of H7 for the indirect effect of 3.365. This shows that the effect of partial mediation, where Organizational Commitment plays a greater role in improving Employee Performance without going through Motivation.

CONCLUSION

Based on the description that has been presented, the following can be concluded:

1. The Work Environment does not affect Employee Performance. This means that the work environment at the Population and Civil Registration Service of Gresik Regency needs attention. The physical environment and non-physical environment are still maintained and implemented even though they do not affect the improvement of Employee Performance.
2. Organizational Commitment affects Employee Performance. This means that employee integrity towards the organization is high but needs to be maintained. A sense of belonging is capital in improving employee performance.
3. The Work Environment affects Motivation. This means that a conducive work environment including relationships with coworkers is an indicator of comfort, attachment, established communication, and good organizational culture.
4. Organizational Commitment affects Motivation. This means that high integrity towards the organization at the Population and Civil Registration Service of Gresik Regency needs to be maintained and is expected to become intrinsic motivation for employees.
5. Motivation affects Employee Performance. This means that motivation at the Population and Civil Registration Service must be continuously maintained and implemented,

including recognition of employee achievements and employee social relations in avoiding conflicts of interest.

6. The Work Environment can improve Employee Performance through Motivation. This means that the Population and Civil Registration Service of Gresik Regency needs to provide certificates from work safety training and network mitigation to employees as a complement to career levels.
7. Organizational Commitment cannot improve Employee Performance through Motivation. Motivation, which should be able to influence the intensity, direction and resilience of efforts in achieving goals, has not been proven to mediate organizational commitment to improving employee performance at the Population and Civil Registration Service of Gresik Regency.

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