

The Influence of Work Environment on Employee Performance Through Affective Commitment (A Research at PT X)

Amalia Rachmawati Nur Fadhilah*, Edi Rahmat Taufik, Ali Imron

Universitas Sultan Ageng Tirtayasa, Indonesia

Email: rnfamal@gmail.com*

Abstract

The background of this research stems from the performance inequality challenges faced by PT X, where despite a significant increase in the number of employees from 131 in 2021 to 239 in 2023, employee performance distribution remains uneven, with 10 employees scoring the lowest performance rating in 2023, indicating potential work environment issues that need to be addressed. This research aims to analyze the influence of the work environment on employee performance with affective organizational commitment as a mediating variable in PT X. The background of this research is based on the inequality of employee performance as the number of workers increases from 2021 to 2023, despite an increase in performance values. This research uses a quantitative approach with the SmartPLS-based Structural Equation Modeling (SEM) method, involving 140 respondents from a total of 239 active employees. The results of the research show that the work environment has a positive and significant effect on employee performance and affective organizational commitment. Affective organizational commitment has also been shown to have a significant influence on employee performance and positively mediate the relationship between the work environment and performance. These findings indicate that effective management of the work environment, both from physical and psychosocial aspects, can be a key strategy in increasing employees' motivation, productivity, and long-term loyalty to the company.

Keywords: Work Environment, Employee Performance, Affective Organizational Commitment

Introduction

Employee performance is one of the main indicators of an organization's success in achieving its strategic goals (Vuong & Nguyen, 2022, 2022). Several factors that can affect employee performance are one of which is the work environment of an organization or company which has an important role in creating a conducive and productive work atmosphere (Santoso & Oktafien, 2024).



Figure 1. Employee Growth at PT X (2021-2023)

The figure shows the composition and growth of employees across different categories (Operators, Technicians, and Admin) from 2021 to 2023, illustrating the significant workforce expansion that necessitates effective work environment management. There has been a growth in the number of employees, from 131 people in 2021 to 239 people in 2023. The composition of employees also changed, with an increase in the number of Operators from 80 employees in 2021 to 125 employees in 2023; Technicians increased from 33 employees in 2021 to 82 employees in 2023; and the Admin category grew from 18 employees in 2021 to 32 employees in 2023. This growth requires the creation of a supportive work environment so that employee performance remains optimal. The increase in the number of workers at PT X needs to be accompanied by the creation of a work environment that supports professional development and cooperation between teams so that the growth in the number of employees does not negatively impact the overall performance of employees.

Table 1. Results of Employee Performance Assessment

Value	Number of Employees (2021)	Number of Employees (2022)	Number of Employees (2023)
5	18	19	20
4	58	53	119
3	41	58	75
2	12	9	15
1	2	5	10
Total	131	144	239

Source: PT X Staffing

Data from Table 1 shows that in the period 2021-2023 there was a significant increase. However, this improvement is not always accompanied by an even improvement in performance quality. In 2023, there are 119 employees who have a score of 4 on their performance assessment, which shows that most employees have good performance. However, there are 10 employees in the performance assessment who have a score of 1, which shows that

there is an imbalance in performance achievement. This indicates the need for further efforts to improve employee performance evenly.

Table 2. Employee Performance Assessment for the 2021 – 2023 Period

Performance Appraisal Aspects	2021		2022		2023		
	Target	Realization	Target	Realization	Target	Realization	
Work Results							
1. Quality	100%	85%	100%	88%	100%	90%	
2. Quantity	100%	88%	100%	83%	100%	85%	
Workability							
1. Job Assignments	80%	87%	80%	78%	80%	85%	
2. Initiatives	80%	95%	80%	85%	80%	82%	
3. Communication	80%	90%	80%	80%	80%	78%	
Work Attitude							
1. Safety	100%	97%	100%	92%	100%	93%	
2. Integrity	80%	98%	80%	95%	80%	90%	
3. Professional	80%	91%	80%	86%	80%	83%	
4. Proactive	80%	89%	80%	75%	80%	73%	
5. Synergy	80%	93%	80%	72%	80%	75%	

Source: PT X Staffing

Table 2 shows the assessment of employee performance from 2021 to 2023 with aspects of Work Results, Work Ability, and Work Attitudes. The quality and quantity of work results show an increasing trend from 2021 to 2023, although the realization is still below the 100% target. However, this indicates an improvement in productivity and suggests there is still room for further enhancement. In terms of work ability, job assignments showed an increase in 2023, which is the result of an evaluation from the previous year, 2022, when there was a decrease. The realization rate of initiatives and communication tends to decrease year by year, indicating that employees are less motivated or face communication problems. Regarding work attitude, the aspects of safety and integrity are very well realized, with a realization of above 90% every year, indicating that employees have a high awareness of safety and uphold their integrity values. There is a decrease in the professional, proactive, and synergy aspects, which needs to be considered because a positive work attitude plays a role in creating a conducive work environment. Therefore, it is necessary to conduct an in-depth evaluation to identify the causes of the decline and the improvement efforts needed to enhance employee performance.

Employee performance is influenced by problems in the work environment; (Dini & Deviastri, 2023) found that some service rooms do not meet office service standards, and there are still gaps among employees, which can affect their performance. This issue can also cause a decline in employee performance and discomfort in carrying out their duties, resulting in targets not being achieved. According to (Jahroni & Darmawan, 2022), a comfortable, safe, and supportive work environment has been proven to encourage employees to improve productivity and quality of work. Research by (Dewantara & Damayanti, 2021) highlights the importance of company attention in creating a supportive work environment because an

unconducive environment can hinder productivity. Therefore, creating a positive and supportive work environment must be a top priority for every organization. A good work environment can motivate employees and increase their commitment to achieving optimal performance.

A supportive and productive work environment plays an important role in improving employee well-being, motivation, and overall performance. Workplaces that employees attend every day should be designed to be comfortable, safe, and support efficient work processes. Conversely, inadequate work environment conditions can make employees feel uncomfortable, which can ultimately encourage them to leave the company (Jahroni & Darmawan, 2022). Therefore, companies need to pay attention to aspects of the work environment and ensure they positively impact employee performance. A conducive work environment can not only motivate individuals to improve their performance but also encourage the creation of a positive cycle that reinforces commitment to the organization. This commitment arises not only from job satisfaction but also from a sense of involvement in achieving the organization's shared goals, which are often influenced by the performance of colleagues.

The gradual decline in communication aspects, proactive work attitudes, and synergistic work in the performance assessment of employees of PT PLN Indonesia Power Services UBP Suralaya during 2022–2023 shows challenges in maintaining and improving the quality of human resource performance. This phenomenon indicates the need to create a more conducive work environment as part of the organization's strategic efforts. A comfortable, safe, and supportive work environment plays a crucial role in shaping employee satisfaction and loyalty, which ultimately has a direct impact on performance improvement. Therefore, it is important to examine the relationship between the work environment and employee performance as part of an overall organizational effectiveness improvement strategy.

Based on this background, this research aims to: (1) analyze the direct influence of work environment on employee performance at PT X; (2) examine the effect of work environment on affective organizational commitment; (3) investigate the relationship between affective organizational commitment and employee performance; and (4) determine the mediating role of affective organizational commitment in the relationship between work environment and employee performance. The benefits of this research include providing empirical evidence for management to develop effective work environment strategies, contributing to organizational behavior literature in the Indonesian manufacturing context, and offering practical recommendations for enhancing employee performance through environmental and commitment interventions.

Research Method

This research used a quantitative approach to test the influence of independent variables on dependent variables. The population consisted of 239 PT X employees, including both shift and non-shift workers, aged 22 to 45 years, who were actively working. The sample size was determined by multiplying the number of research indicators by 5 to 10 (Ferdinand, 2014). With 14 indicators across dependent variables (employee performance Y), independent variables (work environment X2), and mediation variables (affective organizational commitment Z), a sample of 140 was required.

Data were collected using questionnaires distributed to both shift and non-shift employees at PT X. The questionnaire employed an interval scale ranging from 1 to 10. Data analysis was performed using Structural Equation Modeling with Smart PLS 4.1.1.2 software (Hair et al., 2017).

Table 3. Respondent Characteristics

Description	Frequency	Percentage
Gender		
Man	115	82%
Woman	25	18%
Total	140	100%
Age		
21 - 25 th	10	7%
26 - 30 th	9	6%
31 - 35 th	81	58%
> 35 th	40	29%
Total	140	100%
Length of Work		
≤ 2 years	103	73%
3 - 5 th	29	21%
6 - 10 th	4	3%
> 10 th	4	3%
Total	140	100%

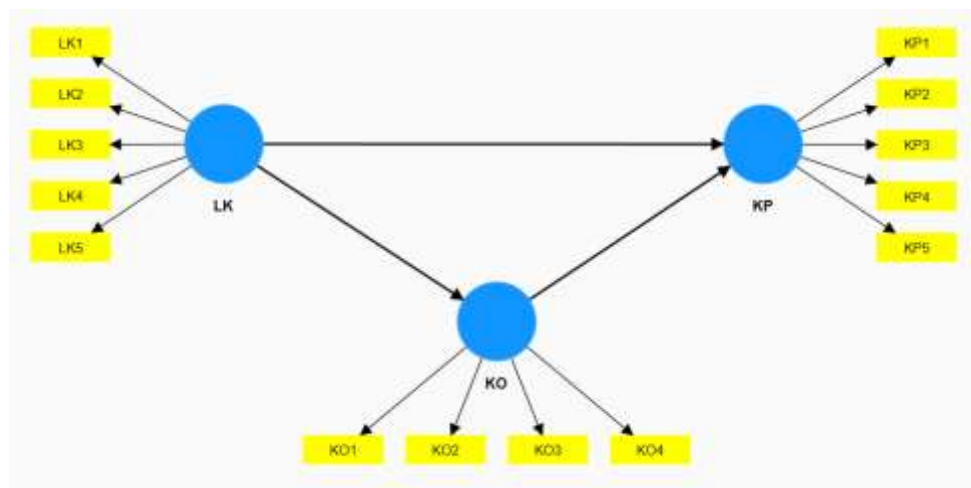


Figure 2. Research Conceptual Framework

The figure illustrates the conceptual model showing the relationships between work environment as the independent variable, affective organizational commitment as the mediating variable, and employee performance as the dependent variable, including both direct and indirect pathways.

Results and Discussion

Convergent Validity Test Results

At the convergent validity test stage, the indicator can be said to be valid if it has a correlation value of more than 0.50 (Hair et al., 2021). From the test results, all items were declared valid because the correlation value of each indicator had a value exceeding 0.50. The following is a measurement model:

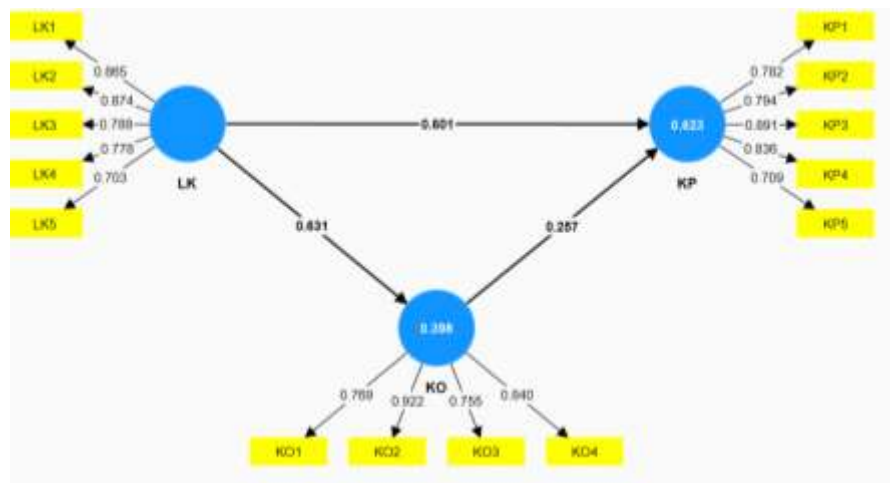


Figure 3. Measurement Model Results
 Source: SmartPLS 4.1.1.2 processed data, 2025

Composite Reliability and Cronbach's Alpha Test Results

Table 4. Composite Reliability and Cronbach's Alpha Results

Variabel	Composite Reability	Cronbach's Alpha
Work Environment	0,901	0,862
Employee Performance	0,901	0,862
Affective Organizational Commitment	0,894	0,839

Source: SmartPLS 4.1.1.2 (2025) processed data

A construct can be categorized as valid if it has a composite reliability value > 0.70 (Hair et al., 2021). It can be seen in Table 4 that the construct of this research has a composite reliability of more than 0.70, which means that the construct value in this research is proven to be valid.

R-Square Test Results

Table 5. R-Square and Q-Square Value Results

Variabel	Q-Square	R-Square
Employee Performance	0,572	0,623
Affective Organizational Commitment	0,383	0,398

Source: SmartPLS 4.1.1.2 (2025) processed data

In Table 5 above, the R-Square value for the Employee Performance variable is 0.623. This shows that 62.3% of the variation in Employee Performance can be explained by independent variables in the model, while the remaining 37.7% can be explained by other factors outside the model. This value is in the strong category, so the model can be said to have a high explainability of the variable. Meanwhile, the Affective Organizational Commitment variable has an R-Square value of 0.398, which means that 39.8% of its variability can be explained by other constructs in the model. This value falls into the medium category, which

indicates that the model is still quite capable of explaining changes in the variable. The Q2 assessment criteria consist of three categories, namely small (0.02), medium (0.15) and strong (0.35) (Hair et al., 2021). In Table 5 from the Q-Square side, which measures the predictive relevance of the model, a score of 0.572 for Employee Performance and 0.383 for Affective Organizational Commitment was obtained. Both values are above 0.35, which indicates that the model has strong predictive capabilities and is relevant to both variables.

Hypothesis Test Results

Table 6. Research Hypothesis Test Results

Relationships Between Variables	Original Sample	P-Values	Information	Conclusion
Work Environment→Employee Performance	0,763	0,000	≤0.05	Dilemmatic hypothesis
Work Environment→Affective Organizational Commitment	0,631	0,000	≤0.05	Dilemmatic hypothesis
Affective Organizational Commitment→Employee Performance	0,257	0,002	≤0.05	Dilemmatic hypothesis
Work Environment→Affective Organizational Commitment→Employee Performance	0,162	0,004	≤0.05	Dilemmatic hypothesis

Source: SmartPLS 4.1.1.2 (2025) processed data

Based on the results of hypothesis testing using SmartPLS 4.1.1.2 in Table 6, it was found that all relationships between variables in this research model had a statistically significant influence, with a P-Value of ≤ 0.05 . This shows that all hypotheses put forward are accepted. In detail, the relationship between the Work Environment and Employee Performance showed an original sample value of 0.763 with a P-Value of 0.000, which means that there is a positive and significant influence. This means that the better the work environment is felt by employees, the higher the level of performance. Furthermore, the relationship between the Work Environment and Affective Organizational Commitment also showed a significant influence with an original sample value of 0.631 and a P-Value of 0.000. This indicates that a conducive work environment can increase employees' emotional attachment to the organization. The effect of Affective Organizational Commitment on Employee Performance showed an original sample value of 0.257 with a P-Value of 0.002, which is also significant. This shows that the higher the affective commitment of employees, the higher the performance produced. Finally, there is also an indirect influence of the Work Environment on Employee Performance through Affective Organization Commitment with an original sample value of 0.162 and a P-Value of 0.004. This proves that affective commitment plays a role as a mediating variable that strengthens the influence of the work environment on employee performance. Overall, these results show that the work environment plays an important role both directly and indirectly in improving employee performance, with affective organizational commitment as a significant mediator.

The Influence of the Work Environment on Employee Performance

This research confirms that the work environment has a direct effect on employee performance. A conducive environment includes physical aspects (such as facilities and cleanliness) as well as emotional and social aspects (such as communication and interpersonal relationships). Although work facilities have been proven to increase efficiency and professionalism, there are still weaknesses in synergy between employees. A clean, safe, and organized work environment encourages productivity and a positive work culture. The ability to manage work pressure is also the key to employee productivity and psychological resilience. Previous research reinforces these findings, stating that a comfortable, safe, and communicative work environment increases employee motivation, loyalty, and engagement. Therefore, organizational management needs to proactively create an ergonomic and inclusive work environment through regular evaluations, adaptive policies, and the use of technology. The ideal work environment will increase the retention, loyalty, and competitive advantage of the organization.

These findings are consistent with a number of previous studies (Abdelwahed & Doghan, 2023) emphasizing that a conducive work environment increases employee engagement and impacts productivity. (Jahroni & Darmawan, 2022) also stated that a safe, interactive, and equipped environment with adequate facilities strengthens work spirit and loyalty. (Santoso & Widodo, 2022) highlights the importance of good relationships between superiors and subordinates in creating a supportive work environment.

The Influence of the Work Environment on Organizational Commitment

This research confirms that a positive work environment significantly increases employee affective commitment. A safe, comfortable, and supportive environment both physically and psychologically by building a sense of belonging and emotional attachment to the organization. Support from superiors and colleagues, empathetic leadership, and adequate work facilities play an important role in strengthening employee loyalty. Fair work pressure management is also key, especially if accompanied by training and open communication. By implication, organizations need to make improving the work environment a strategic priority through regular evaluations, inclusive leadership development, and flexible work policies to maintain long-term commitments and increase productivity.

These findings are reinforced by previous studies (Prayekti et al., 2024) showing that a comfortable and supportive work environment increases a sense of appreciation, leading to a strong emotional attachment to the organization. Similar results were expressed by (Marsyanda & Rozaq, 2024) which emphasized the importance of managing the work environment as the main strategy in building employee loyalty and emotional commitment. (Jati et al., 2024) also found that employees feel more motivated and loyal when working in an environment that provides full support, both physically and psychologically.

The Influence of Affective Organizational Commitment on Employee Performance

This research found that employees' affective commitment to the organization has a positive and significant influence on their work performance. This commitment has proven to be a mediating variable that bridges the relationship between the culture of integrity and the

work environment with the achievement of employee performance. Employees who have a high emotional attachment to their organization tend to show more optimal work performance, accompanied by a sense of responsibility and ownership of institutional goals.

These findings are in line with various previous studies (Irawati et al., 2024) reveal that employees who have emotional commitment show high morale and optimal work results. Similarly, (Djastuti & Lestari, 2023) found that attachment to the organization encourages an enthusiastic, responsible, and proactive attitude in completing tasks. Research (Marsyanda & Rozaq, 2024) strengthens this argument by asserting that pride and trust in institutions drive maximum contribution, even beyond the description of the main task.

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

This research shows that the work environment has a strong direct influence on employee performance, greater than the indirect influence through affective commitment. A work environment that supports physically (facilities, lighting, cleanliness) and psychosocial (supervisor support, communication, work atmosphere) has been shown to improve focus, motivation, and productivity. Meanwhile, affective commitment plays a complementary role in strengthening long-term loyalty, not as a major factor in improving performance. At PT PLN Indonesia Power Services UBP Suralaya, improving the work environment is more effective for improving performance than simply strengthening emotional attachment. So, the best strategy is to build a healthy work environment while maintaining the emotional commitment of employees.

These findings are consistent with previous research (Marsyanda & Rozaq, 2024) stating that a comfortable and harmonious work environment not only has a direct impact on performance improvement, but also fosters a sense of belonging and security that strengthens emotional ties to the organization. A similar thing was also expressed by (Annida et al., 2019), who found that a supportive work environment increases affective commitment which indirectly contributes to increased productivity.

Conclusion

This research demonstrated that the work environment significantly influences employee performance at PT X both directly and indirectly through affective organizational commitment as a mediator. A supportive work environment—covering physical conditions and psychosocial factors like relationships and communication—enhanced motivation, productivity, and efficiency, with a strong direct effect (coefficient 0.763). The work environment also positively affected affective commitment (coefficient 0.631), which in turn improved performance (coefficient 0.257), confirming the mediating role of emotional attachment. These findings suggest that PT X management should prioritize improving the work environment, implement programs to strengthen affective commitment through recognition and career development, and adopt human-centric management approaches that treat employees as strategic partners. Future research could explore additional mediating factors and the long-term impact of these interventions on organizational resilience and competitiveness.

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