

THE INFLUENCE OF MOTIVATION AND PHYSICAL WORK ENVIRONMENT ON THE PERFORMANCE OF PT EMPLOYEES. BPR SARI JAYA SEDANA WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE

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Volume: 5
Number: 1
Page: 180 - 193

Article History:

Received: 2023-12-02

Revised: 2023-12-20

Accepted: 2024-01-16

Abstract:

In facing diverse competitors, companies must understand that the quality of performance does not only depend on technology, but also on the ability and motivation of its human resources. In order for human resource management, which according to experts is the art of managing employee relationships and roles effectively and efficiently, to be applied to an organization or company, management must also understand the motivation of employees, the ideal conditions of the physical work environment that employees expect and organizational commitment. created within an organization or company. This research aims to analyze the influence of Motivation, Physical Work Environment on Employee Performance through Organizational Commitment at PT. BPR Sari Jaya Sedana. The population used is all employees of PT. BPR Sari Jaya Sedana. The number of samples used was 30 employees with sampling techniques using saturated techniques. The data analysis used in this research is inferential analysis using SEM-PLS. The results of this research show that motivation has a positive and significant effect on employee performance. Motivation has a positive and significant effect on Organizational Commitment. The physical work environment has a positive and insignificant effect on employee performance. Physical Work Environment has a positive and significant effect on Organizational Commitment. Organizational Commitment has a positive and significant effect on Employee Performance. Organizational Commitment partially mediates (partial mediation) the influence of motivation on employee performance. Organizational Commitment is a perfect mediator between the influence of the Physical Work Environment on PT Employee Performance BPR Sari Jaya Sedana.

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

INTRODUCTION

In an era of rapid economic growth, companies are faced with the demand to set goals in order to survive in fierce competition. Rapid technological advances also have a significant impact with the emergence of new competitors entering the industry. Companies that want to compete effectively with competitors must have efficient management in improving employee performance. In facing diverse competitors, companies must understand that the quality of performance does not only depend on technology, but also on the ability and motivation of its human resources. Sari Jaya Sedana Rural Bank Limited Liability Company or PT. BPR Sari Jaya Sedana has been established since 1993 and is domiciled in Dawan District, Klungkung Regency, which was established with Articles of Association No. 115 dated 18 August 1993. The name of BPR Sari Jaya Sedana changed when the bank shares were transferred from the first owners to Putu Widawati and Ketut Mardika on 7 February 2004 through notarial deed No.: 5, 6 and No. 7 made by notary Ida Bagus Alit Sudiatmika, SH. PT. BPR Sari Jaya Sedana was chosen as the object of this research because there is



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a phenomenon of declining company performance due to employees having several obstacles in work motivation and the physical work environment at PT. BPR Sari Jaya Sedana. One indicator of decreased work motivation according to field observations is the decrease in responsibility shown by employees (Laksmi & Arjawa, 2023). Employees who initially had a sense of responsibility for their work experienced a decrease in enthusiasm for completing their tasks (Laksmi et al., 2023). They no longer feel involved and have ownership over the results of their work, which can lead to a decline in quality and productivity. Physical work environment constraints, according to field observations, namely the building of PT. BPR Sari Jaya Sedana is a rental building which means that all locations and workplace arrangements must adapt to existing premises. This results in a lack of good organization and efficiency when working. Furthermore, there is inadequate lighting, such as a dark work room and lack of sunlight. Air temperature is also an indicator of decreased performance because the AC cooling device is not working optimally so the place feels hot. PT. BPR Sari Jaya Sedana, which is located on the side of the road, also causes noise to employees. High noise in the work environment can interfere with concentration and focus, ultimately reducing productivity.

According to Pratamiaji, et al (2019) motivation comes from the Latin *movere* which means encouragement or driving force and the English word is to move. Motivation is an urge or reason that underlies enthusiasm for doing something. Motivation is things that give rise to encouragement, and work motivation is what drives enthusiasm so that it gives rise to encouragement (Laksmi & Arjawa, 2023). By providing this motivation, it is hoped that each individual or employee can work hard and enthusiastically to achieve high work performance (Saputra et al., 2018). A number of studies have found that motivation able to significantly improve performance including (Putra & Fernos (2023); Susanti, et al (2023); Susilo, et al (2023); Sutrisno, et al (2023); Kustanto, et al (2022)). According to Rivai in Setiawan (2022), motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Efforts to provide motivation are one way to realize employee commitment to the company. A number of studies have found that motivation can significantly increase organizational commitment, including: (Wuladari & Utari (2023); Wulandari, et al (2023); Prayuda (2023); Hadi, et al (2023); Nurlina, et al (2023)).

According to Sedarmayanti, (2018: 26), the physical work environment is all physical conditions found around the workplace that can influence employees either directly or indirectly. So the work environment is everything around employees in the company that affects the performance of all employees. A number of studies have found that physical work environment able to improve performances significantly among them (Dewi, et al (2023); Rianda & Winarno (2023); Subhan, et al (2023); Hasna, et al (2023); Nuroini, et al (2023)). The work environment in a company will support the level of motivation, commitment and performance of employees (Saputra et al., 2019). If the environment around the workplace gives an uncomfortable impression, employees will feel lazy at work. The work environment is everything around workers that can influence them in carrying out assigned tasks, for example cleanliness, music and so on, therefore the work environment is a supporting factor so that the level of employee commitment does not decrease, Baru, et al (2023) .A number of studies have found that physical work environment able to increase organizational commitment significantly including (Anjani (2023); Daslim, et al (2023); Prayogi & Rizal (2023); Yoyano & Muttaqin (2023); Baru, et al (2023)).

Commitment is defined as a strong desire to remain a member of an organization. This desire is demonstrated by submitting all efforts on behalf of the organization with a belief, acceptance of the values and goals of a particular organization. According to Suhardi, et al (2021) Commitment is a person's desire to provide abilities, dedication, identify themselves as part of an organization



shown by the desire to work and try their best. A number of studies have found that physical work environmentable to improve performancesignificantly include (Astuti (2022); Rahayu & Dahlia (2023); Rifa'i (2023); Nabhan & Mujanat (2023); Badrianto & Astuti (2023)). The problems and results of previous research that the author has described relate to motivation, physical work environment and organizational commitment as well as the impact of these problems on employee performance at PT. BPR Sari Jaya Sedana, the author is interested in researching and analyzing research entitled "The Influence of Motivation and the Physical Work Environment on the Performance of PT Employees. BPR Sari Jaya Sedana with Organizational Commitment as a Mediating Variable".

Motivation can also increase Organizational Commitment which will improve employee performance. Previous research that supports this includes Wulandari & Utari (2023) who conducted research on 125 employees of the Public Works (DPU) Department of Highways and Spatial Planning of Bojonegoro Regency, who stated that work motivation had a significant effect on organizational commitment. The results of this research are supported by Rahmawati, et al (2023). Work motivation has a significant influence on employee commitment. Prayuda (2023) Work motivation has a significant effect on organizational commitment. Hadi, et al (2023) Work motivation has a positive and significant effect on organizational commitment. Nurlina, et al (2023) Motivation has a positive and direct effect on organizational commitment. Based on theory and several previous researchers, the following hypothesis was formulated:

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

H2 :Motivation has a positive and significant effect on Organizational Commitment.

The physical work environment can also increase organizational commitment in line with improving employee performance. Several previous studies that support this research include Anjani's (2023) research on 65 STPMD/ APMD Yogyakarta employees, stating that the physical work environment has a significant effect on organizational commitment. The results of this research are supported by Daslim, et al (2023) The work environment influences organizational commitment. Prayogi & Rizal (2023) The Physical Work Environment variable (X1) influences the Organizational Commitment variable. Baru, et al (2023) The physical work environment has a positive and significant effect on organizational commitment among employees. Yoyano and Muttaqin (2023) Work Environment has a positive and significant effect on Organizational Commitment. Based on theory and several previous researchers, the following hypothesis was formulated:

H3 :The physical work environment has a positive and significant effect on employee performance.

H4 :Physical Work Environment has a positive and significant effect on Organizational Commitment.

Organizational commitment mediates the physical work environment on performance, supported by research by Darmawan, et al (2021) which states that there is an influence of the work environment on employee performance through work commitment. This shows that organizational commitment is proven to be a mediating variable between the influence of the work environment on employee performance (Saputra et al., 2021). This is supported by research by Sulastri (2020) that organizational commitment mediates the work environment on employee performance. Azikin (2019) The work environment has a positive and significant effect on performance through organizational commitment. Nuraeni (2019) states that the work environment directly influences performance through the variable organizational commitment. Maria, et al (2023) organizational commitment moderates (strengthens) the influence of the work environment on employee performance. Based on theory and several previous researchers, the following hypothesis was formulated:

H5 :Organizational Commitment has a positive and significant effect on Employee Performance.



- H6 :Motivation has a positive and significant effect on employee performance through organizational commitment.
- H7 :The physical work environment has a positive and significant effect on employee performance through organizational commitment.

METHODS

The research location taken was PT. BPR Sari Jaya Sedana is located at Jl. Raya Sampalan No 88 X Dawan, Klungkung, Bali. The research design used in the research is to obtain objective, valid and reliable data with the aim of analyzing, proving and developing knowledge, so that it can be used to understand, solve and anticipate problems that occur. In this research the author used a population of PT employees. BPR Sari Jaya Sedana with 30 employees. The sampling technique used is the saturated sampling technique, according to Sugiyono (2019). Saturated sampling is a sample selection technique if all members of the population are sampled. All populations in this study were sampled, so the sample for this study was 30 respondents. The data collection methods used include survey methods using questionnaires. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). Interview forget information directly from respondents and make observations to find out what the real situation is in the field. The data analysis technique used is inferential analysis using SmartPLS 3 to analyze the relationship between the variables studied in this research, namely Employee Performance, Motivation, Physical Work Environment and Organizational Commitment.

RESULT AND DISCUSSION

Validity and Reliability Test

Table 1 shows that all research instruments for research variables have met the validity test requirements, where the total correlation score (Pearson Correlation) for each instrument is above 0.30 and has a significance value of less than 5% (0.05), so the instrument suitable to be used as a measuring tool for the variables studied.

Table 1. Validity Test Results

| Variable | Question Items | Correlation | Significance | Information |
|--------------------------------|----------------|-------------|--------------|-------------|
| Motivation (X1) | X1.1 | 0.964 | 0,000 | Valid |
| | X1.2 | 0.943 | 0,000 | Valid |
| | X1.3 | 0.962 | 0,000 | Valid |
| | X1.4 | 0.917 | 0,000 | Valid |
| | X1.5 | 0.966 | 0,000 | Valid |
| Physical Work Environment (X2) | X2.1 | 0.943 | 0,000 | Valid |
| | X2.2 | 0.939 | 0,000 | Valid |
| | X2.3 | 0.942 | 0,000 | Valid |
| | X2.4 | 0.803 | 0,000 | Valid |
| | X2.5 | 0.936 | 0,000 | Valid |
| | X2.6 | 0.928 | 0,000 | Valid |
| Organizational Commitment (Z) | Z1 | 0.969 | 0,000 | Valid |
| | Z2 | 0.960 | 0,000 | Valid |
| | Z3 | 0.960 | 0,000 | Valid |
| Employee | Y1 | 0.962 | 0,000 | Valid |
| | Y2 | 0.947 | 0,000 | Valid |





| | | | | |
|-----------------|----|-------|-------|-------|
| Performance (Y) | Y3 | 0.918 | 0,000 | Valid |
| | Y4 | 0.951 | 0,000 | Valid |
| | Y5 | 0.964 | 0,000 | Valid |
| | Y6 | 0.967 | 0,000 | Valid |

Table 2 shows that the Cronbach's Alpha reliability test value for each variable is above 0.60, so it can be said that all instruments have met the reliability requirements.

Table 2. Reliability Test Results

| No | Variable | Cronbach's Alpha | Information |
|----|--------------------------------|------------------|-------------|
| 1 | Motivation (X1) | 0.973 | Reliable |
| 2 | Physical Work Environment (X2) | 0.961 | Reliable |
| 3 | Organizational Commitment (Z) | 0.961 | Reliable |
| 4 | Employee Performance (Y) | 0.979 | Reliable |

Hypothesis testing

The results of the path and significance tests are shown in Table 3. The first test, namely H1, is accepted, namely that motivation has a positive and significant effect on employee performance. This is shown by the results of Motivation having a positive effect of 0.218 on Employee Performance, and this relationship is significant at the level of $0.014 < 0.05$ and the t-statistic value is greater than 1.96, namely 2.455. H2 is accepted, namely that motivation has a positive and significant effect on organizational commitment. This is shown by the results of Motivation having a positive effect of 0.825 on Organizational Commitment, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 7.560. H3 is rejected. This is shown by the results of the Physical Work Environment having a positive effect of 0.160 on Employee Performance, but this relationship is not significant at the level of $0.075 > 0.05$ and the t-statistic value is less than 1.96, namely 1.782. H4 is accepted, namely the Physical Work Environment has a positive and significant effect on Organizational Commitment. This is shown by the results of the Physical Work Environment having a positive effect of 0.863 on Organizational Commitment, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 7,100. H5 is accepted, namely Organizational Commitment has a positive and significant effect on Employee Performance. This is shown by the results of Organizational Commitment having a positive effect of 0.790 on Employee Performance, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 8.382.

Based on the results of the mediation test, it shows that H6 is accepted, namely that motivation has a positive and significant effect on employee performance through organizational commitment. This is shown by the results of Motivation through Organizational Commitment on Employee Performance having a positive effect of 0.651 with a t-statistic value of 6.234 and significant at the $0.00 < 0.05$ level. Organizational commitment partially mediates (partial mediation) between the influence of motivation on employee performance. This can be seen from the results of the indirect effect test which shows that the relationship between motivation and organizational commitment is significant, the relationship between motivation and employee performance is significant and the relationship between motivation and employee performance through organizational commitment is significant. The H7 mediation test was accepted, namely that the Physical Work Environment has a positive and significant effect on Employee Performance through Organizational Commitment. This





is shown by the results of the Physical Work Environment through Organizational Commitment on Employee Performance which has a positive effect of 0.681 with a t-statistic value of 5.443 and is significant at the 0.00 level <0.05.

Organizational commitment mediates perfectly (perfect mediation) between the influence of the Physical Work Environment on employee performance. This can be seen from the results of the indirect effect test which shows that the relationship between the physical work environment and organizational commitment is significant, the relationship between the physical work environment and employee performance through organizational commitment is significant, but the relationship between the physical work environment and organizational performance is not significant.

Table 3 shows that the R2 value of Organizational Commitment is 0.887, so this model includes strong model criteria, meaning that variations in Motivation and Physical Work Environment are only able to explain the Organizational Commitment variable by 88.87%, the remaining 11.13% is explained by other variables outside the model which is analyzed. The Employee Performance variable has an R2 value of 0.982 or is a strong model, meaning that the Motivation variable, Physical Work Environment and Organizational Commitment variable are only able to explain 98.2% of the Employee Performance variable, the remaining 1.8% is explained by variables outside the analyzed model. The Q2 value for Employee Performance is 0.880, because the Q2 value for Employee Performance is 0.880 > 0, it can be concluded that Organizational Commitment, Motivation and Physical Work Environment have predictive relevance for Employee Performance and the model relationship can be said to be strong.

Table 3. Hypothesis Test Results

| Construct | Original Sample (O) | T Statistics (O/STDEV) | P Values | Information |
|---|---------------------|--------------------------|--------------|--------------------------|
| Organizational Commitment (Z) -> Employee Performance (Y) | 0.790 | 8,382 | 0,000 | Significant |
| Motivation (X1) -> Organizational Commitment (Z) | 0.825 | 7,560 | 0,000 | Significant |
| Motivation (X1) -> Employee Performance (Y) | 0.218 | 2,455 | 0.014 | Significant |
| Physical Work Environment (X2) -> Organizational Commitment (Z) | 0.863 | 7,100 | 0,000 | Significant |
| Physical Work Environment (X2) -> Employee Performance (Y) | 0.160 | 1,782 | 0.075 | Not significant |
| Motivation (X1) -> Organizational Commitment (Z) -> Employee Performance (Y) | 0.651 | 6,234 | 0,000 | Partial mediation |
| Physical Work Environment (X2) -> Organizational Commitment (Z) -> Employee Performance (Y) | 0.681 | 5,443 | 0,000 | Perfect mediation |
| R2 Organizational Commitment = 0.887 | | | | |
| R2 Performance = 0.982 | | | | |



Q2 =0.880

The Effect of Motivation on Employee Performance. Based on the results of the analysis, motivation has a positive and significant effect on employee performance. This is shown by the results of Motivation having a positive effect of 0.218 on Employee Performance, and this relationship is significant at the level of $0.014 < 0.05$ and the t-statistic value is greater than 1.96, namely 2.455. This means that the better the motivation applied, the more employee performance will increase at PT. BPR Sari Jaya Sedana. The results of this research support research conducted by Putra & Fernos (2023) stating that work motivation has a positive and significant effect on employee performance. Work motivation is something that really needs to be paid attention to, this is because good motivation will have a very positive impact on employee and company performance. If motivation is not provided properly, it will result in a decrease in the performance level of employees working in the company. Susanti, et al (2023) there is a significant influence of motivation on employee performance. Susilo, et al (2023) Work motivation has a significant effect on employee performance. Sutrisno, et al (2023) Motivation given by leaders to employees has a real effect on employee performance. Kustanto, et al (2022) Motivation has a significant and influential effect on teacher performance. Aspects that need to be considered to increase motivation include the ability to be responsible for the tasks given and employees being able to provide satisfactory results as expected by PT. BPR Sari Jaya Sedana.

The Influence of Motivation on Organizational Commitment. Based on the results of the analysis, Motivation has a positive and significant effect on Organizational Commitment. This is shown by the results of Motivation having a positive effect of 0.825 on Organizational Commitment, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 7.560. This means that the better the motivation applied, the more organizational commitment will increase at PT. BPR Sari Jaya Sedana. The results of this research support research conducted by Wulandari & Utari (2023) Work motivation has a significant effect on organizational commitment, an employee who has a strong drive or motivation to fulfill life's needs, and these life needs can be met, an employee will do his job well. better and more creative on a voluntary basis to improve organizational performance and organizational effectiveness. Rahmawati, et al (2023) Work motivation has a significant influence on employee commitment. Prayuda (2023) Work motivation has a significant effect on organizational commitment. Hadi, et al (2023) Work motivation has a positive and significant effect on organizational commitment. Nurlina, et al (2023) Motivation has a positive and direct effect on organizational commitment. Aspects that need to be considered to increase motivation for commitment include PT superiors. BPR Sari Jaya Sedana must provide recognition for employee performance results and employees must be able to work with creativity and ability to achieve maximum results.

The Influence of the Physical Work Environment on Employee Performance. Based on the results of the analysis, the Physical Work Environment has a positive effect of 0.160 on Employee Performance, but this relationship is not significant at the level of $0.075 > 0.05$ and the t-statistic value is less than 1.96, namely 1.782. This means that the better the physical work environment implemented, the more employee performance will increase, but this increase is not real at PT. BPR Sari Jaya Sedana. Physical Work Environment Factors at PT. BPR Sari Jaya Sedana cannot yet become a fundamental factor that can improve employee performance. The relationship between the Physical Work Environment and Employee Performance is not significant because there is still noise that interferes with the performance of PT employees. BPR Sari Jaya Sedana. The results of this research support research conducted by Stanley & Remiasa (2022) which states that the physical work environment does not significantly influence employee performance at the Pasar Atom Gold



Shop. And Valentine (2017) stated that the physical work environment does not have a significant effect on employee performance. Aspects that can increase the influence of the physical work environment on performance include PT. BPR Sari Jaya Sedana ensures that the room has good lighting so that it can support employees in their work. PT room. BPR Sari Jaya Sedana must use wall colors that do not damage the eyes so that they provide a calm and comfortable effect.

The Influence of the Physical Work Environment on Organizational Commitment. Based on the results of the analysis, the Physical Work Environment has a positive and significant effect on Organizational Commitment. This is shown by the results of the Physical Work Environment having a positive effect of 0.863 on Organizational Commitment, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 7,100. This means that the better the physical work environment implemented, the more organizational commitment will increase at PT. BPR Sari Jaya Sedana. The results of this research support research conducted by Anjani (2023) The physical work environment has a significant effect on organizational commitment. Daslim, et al (2023) Work Environment influences Organizational Commitment. Prayogi & Rizal (2023) The Physical Work Environment variable (X1) influences the Organizational Commitment variable. Baru, et al (2023) The physical work environment has a positive and significant effect on organizational commitment among employees. Yoyano & Muttaqin (2023) Work Environment has a positive and significant effect on Organizational Commitment. Aspects that can increase the influence of the physical work environment on commitment include PT. BPR Sari Jaya Sedana must ensure that the work space is quiet and away from noise. And PT. BPR Sari Jaya Sedana has a clean work environment.

The Effect of Organizational Commitment on Employee Performance. Based on the results of the analysis, Organizational Commitment has a positive and significant effect on Employee Performance. This is shown by the results of Organizational Commitment having a positive effect of 0.790 on Employee Performance, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 8.382. This means that the better the Organizational Commitment implemented, the more employee performance will increase at PT. BPR Sari Jaya Sedana. The results of this research support research conducted by Astuti (2022) showing that commitment, both partially and simultaneously, has a significant effect on employee performance. Rahayu & Dahlia (2023) Organizational commitment has a positive effect on employee performance. Rifa'i (2023) organizational commitment can predict and influence the growth and improvement of employee performance. Nabhan & Mujanat (2023) organizational commitment strengthens the influence of identification on employee performance. Badrianto & Astuti (2023) organizational commitment influences employee performance. Aspects that can increase organizational commitment to performance are PT officials. BPR Sari Jaya Sedana must ensure the desire and loyalty of employees to participate in advancing the company.

The Effect of Motivation on Employee Performance through Organizational Commitment. Based on the results of the analysis, Motivation has a positive and significant effect on Employee Performance through Organizational Commitment. This is shown by the results of Motivation through Organizational Commitment on Employee Performance having a positive effect of 0.651 with a t-statistic value of 6.234 and significant at the level of $0.00 < 0.05$, this states that Organizational Commitment has been able to mediate the influence of Motivation on Employee Performance. Organizational commitment partially mediates (partial mediation) between the influence of motivation on employee performance. This can be seen from the results of the indirect effect test which shows that the relationship between motivation and organizational commitment is significant, the relationship between motivation and employee performance is significant and the



relationship between motivation and employee performance through organizational commitment is significant. So it can be concluded that organizational commitment partially mediates the relationship between motivation and employee performance. This means that organizational commitment is only able to partially explain why motivation influences employee performance at PT. BPR Sari Jaya Sedana. There are other factors that can explain this influence such as compensation, workload, work discipline, leadership and others. The results of this research support research conducted by Sudama (2022) which states that organizational commitment can fully mediate positively and significantly in the relationship between motivation and employee performance. Mubarak, et al (2022) There is a positive and significant influence between motivation variables on employee performance through employee organizational commitment. Astuti (2022) Organizational commitment mediates the relationship between motivation and employee performance. Suriadarma, et al (2023) stated that organizational commitment can be a mediator between work motivation and performance. Fatyandri & Yang (2023) Work Motivation mediated by Organizational Commitment has a significant positive effect on Employee Performance.

The Influence of the Physical Work Environment on Employee Performance through Organizational Commitment. Based on the results of the analysis, the Physical Work Environment has a positive and significant effect on Employee Performance through Organizational Commitment. This is shown by the results of the Physical Work Environment through Organizational Commitment on Employee Performance which has a positive effect of 0.681 with a t-statistic value of 5.443 and is significant at the level of $0.00 < 0.05$, this states that Organizational Commitment is able to mediate the influence of the Physical Work Environment on Employee performance. Organizational commitment mediates perfectly (perfect mediation) between the influence of the Physical Work Environment on employee performance. This can be seen from the results of the indirect effect test which shows that the relationship between the physical work environment and organizational commitment is significant, the relationship between the physical work environment and employee performance through organizational commitment is significant, but the relationship between the physical work environment and organizational performance is not significant. This means that Organizational Commitment is able to explain in its entirety why the Physical Work Environment influences Employee Performance at PT. BPR Sari Jaya Sedana. The results of this research support research conducted by Darmawan, et al (2021) which states that there is an influence of the work environment on employee performance through work commitment. This shows that organizational commitment is proven to be a mediating variable between the influence of the work environment on employee performance. Sulastri (2020) Organizational Commitment mediates the Work Environment on Employee Performance. Azikin (2019) The work environment has a positive and significant effect on performance through organizational commitment. Nuraeni (2019) states that the work environment directly influences performance through the variable organizational commitment. Maria, et al (2023) organizational commitment moderates (strengthens) the influence of the work environment on employee performance.

CONCLUSION (*Font 11, Before, After, 2pt, Paragraph First Line 1 cm, Line Spacing, Single*).

In facing diverse competitors, companies must understand that the quality of performance does not only depend on technology, but also on the ability and motivation of its human resources. In order for human resource management, which according to experts is the art of managing employee relationships and roles effectively and efficiently, to be applied to an organization or company, management must also understand the motivation of employees, the ideal conditions of

the physical work environment that employees expect and the organizational commitment they have. created within an organization or company.

Motivation has a positive and significant effect on PT Employee Performance. BPR Sari Jaya Sedana. Motivation has a positive and significant effect on employee Organizational Commitment at PT. BPR Sari Jaya Sedana. The physical work environment has a positive and insignificant effect on PT employee performance. BPR Sari Jaya Sedana. The Physical Work Environment has a positive and significant effect on the Organizational Commitment of PT employees. BPR Sari Jaya Sedana. Organizational Commitment has a positive and significant effect on PT Employee Performance. BPR Sari Jaya Sedana. Organizational Commitment partially mediates (partial mediation) the influence of motivation on employee performance. Organizational Commitment is a perfect mediator between the influence of the Physical Work Environment on PT Employee Performance. BPR Sari Jaya Sedana.

In an effort to increase the application of Motivation at PT. BPR Sari Jaya Sedana in several ways, including employees must have responsibility for the tasks assigned. Employees provide work results that meet standards. PT supervisor. BPR Sari Jaya Sedana should provide recognition for employee performance results. Employees should work with creativity and ability to achieve maximum results. Improve the implementation of the Physical Work Environment by means of superiors having to set up a work space away from noise. Increasing the implementation of Organizational Commitment by means of employees having a strong desire to participate in advancing PT. BPR Sari Jaya Sedana. Improving the implementation of Employee Performance at PT. BPR Sari Jaya Sedana means that employees must have work abilities that are in line with PT's expectations. BPR Sari Jaya Sedana. Complete work by minimizing help from others. If you encounter problems at work, you must always take the initiative to solve these difficulties. And must be able to adapt to the surrounding environment.

The limitation of this research is that the research results cannot be generalized to other industries, meaning this research is only able to explain PT. BPR Sari Jaya Sedana, because of the unique characteristics found in industries other than PT. BPR Sari Jaya Sedana can change the factors that influence employee performance. Future research should develop this research regarding factors other than the variables in this research using an integrative framework, with variables that are rarely used in previous research other than motivation variables, physical work environment and organizational commitment which can be added to find out other factors that can influence employee performance.

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