

## THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE INFLUENCE OF THE PHYSICAL WORK ENVIRONMENT AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF PERUMDA PASAR ARGHA NAYOTTAMA EMPLOYEES, BULELENG DISTRICT

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### Abstract:

Employee performance plays a vital role in the success of a company. Good company performance is reflected in the superior and dedicated performance of employees. On the other hand, poor performance reflects declining company performance. Research is required to determine the causes of a drop in performance, particularly at Perumda Pasar Argha Nayottama, which is facing the issue of not reaching business performance in 2022. This research aims to analyze the influence of the physical work environment and organizational culture on employee performance with organizational commitment as a mediating variable in Perumda Pasar Argha Nayottama, Buleleng Regency. The number of samples used was 72 employees from a total population of 258, with a sampling technique using the Slovin formula. The data analysis used in this research is SEM-PLS inferential analysis. This research indicates that the physical work environment positively and significantly affects employee performance. Physical Work Environment has a positive and significant effect on Organizational Commitment. Organizational culture has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on organizational commitment. Organizational Commitment has a positive and significant effect on Employee Performance. The Physical Work Environment has a positive but insignificant effect on Employee Performance through Organizational Commitment; this means that Organizational Commitment cannot be mediated (Immediately). Organizational culture positively and significantly affects employee performance through organizational commitment and partial mediation.

**Keywords:** Physical Work Environment, Organizational Culture, Organizational Commitment, Employee Performance

## INTRODUCTION

The era of globalization brings dynamic changes in the business environment, which continues to develop, so to remain competitive and achieve and maintain a competitive advantage, companies must have a team of employees who are competent and able to adapt to change. Therefore, understanding the close relationship between company performance and the quality of employee performance is essential. Perumda Pasar Argha Nayottama is located in Jl. Orchid No.7, Mumbul Flea Market Lt.II Singaraja, was founded on February 12, 2004, with the legal umbrella of Buleleng Regent's Decree No. 68 of 2003 was confirmed by Regional Regulation No. 4 of 2005 (Law No. 5 of 162 and Permendagri No. 50 of 1999). Led by three members of the Board of Directors consisting of the Main Director, Operations Director and Finance Director with the appointment of the Regent's Decree Number 6 of 2004 and the Supervisory Board was formed with the Regent's Decree No. 470 of 2004.



Perumda Pasar Argha Nayottama Buleleng Regency was chosen as the object of this research because company performance was not achieved in 2022. The total amount of income received in 2022 is Rp. 14,429,831,149- less than 4% of the budget set at Rp. 15,007,429,187,. According to field observations, the physical work environment constraints are that the physical buildings used for the head office and market units managed by Perumda Pasar Argha Nayottama are owned by the Regional Government of Buleleng Regency. Perumda Pasar Argha Nayottama Head Office, located on the 2nd floor of the Mumbul Flea Market section, needs help with the physical work environment. According to field observations, there is poor air circulation, causing the air to feel hot in the room. Ineffective room arrangements, such as tables, chairs, and computers, also cause a decrease in performance.

Regarding the working environment conditions in each market unit, which occupies one section of the managed market, the main problems are related to the working environment's arrangement, lighting and cleanliness. Furthermore, the implementation of organizational culture at Perumda Pasar Argha Nayottama still found problems in terms of Customer Focus and Professionalism values, where the collection officers assigned to collect fees from market traders were still unable to control their emotions when collecting daily or monthly fees from market traders and dealing with complaints from market traders.

According to Sedarmayanti (2018), the physical work environment is all physical conditions found around the workplace that can directly or indirectly influence employees. So, the work environment is everything around employees in the company that affects the performance of all employees. Several studies have found that the physical work environment can improve performance significantly, including (Hasna et al. (2023), Dewi et al. (2023), Rianda and Winarno (2023), Subhan et al. (2023), Manuain et al. (2023); Sedarmayanti, (2018). The work environment in a company will support the level of organizational culture, commitment and performance of employees. If the environment around the workplace gives an uncomfortable impression, employees will feel lazy at work (Purnamawati et al., 2024). The work environment is everything around workers that can influence them to carry out assigned tasks, such as cleanliness and music. Therefore t, the work environment is a supporting factor so that employee commitment does not decrease, Baru et al. (2023). Several studies have found that the physical work environment can significantly increase organizational commitment, including Anjani (2023), Daslim et al. (2023), Prayogi & Rizal (2023), Azikin et al. (2023), Baru et al. (2023).

Rivai (2020) states that organizational culture is something that employees feel, and the feeling that arises will create trust, values and hope. According to Sule & Saeful (2019), organizational culture reflects the values and norms believed and implemented in a company, which are related to the environment around which the company carries out its activities. Several studies have found that organizational culture improves performance significantly, including Octavia and Fernos (2023), Mardiani and Sepdiana (2021), Nurhasanah (2022), Astuti (2022), Arysta & Akbar (2023). Rivai (2020) states that organizational culture is something that employees feel, and the feeling that arises will create trust, values and hope. According to Sule & Saeful (2019), organizational culture reflects the values and norms believed and implemented in a company, which are related to the environment around which the company carries out its activities. Several studies have found that organizational culture increases organizational commitment significantly, including (Posumah et al. (2023), Nugraha (2023), Hanafi (2022), Asi and Gani (2021), Saputra et al. (2023).

According to Busro (2018), Organizational Commitment is the psychological condition of an employee's relationship with the company, which has implications for the decision to remain at or leave the company. When someone is dissatisfied with their job and lacks organizational



commitment, they will think about quitting (Martadiani et al., 2022). Several studies have found that organizational commitment able to improve performance significantly include (Astuti (2022); Rahayu & Dahlia (2023), Rifa'i (2023), Nabhan & Mujanat (2023), Badrianto & Astuti (2023), Busro, (2018).

The problems and results of previous research that the author has described are related to the physical work environment, organizational culture and organizational commitment, and the impact of these problems on employee performance at Perumda Pasar Argha Nayottama, Buleleng Regency. Hence, the author is interested in researching and analyzing research entitled "The Role of Organizational Commitment in Mediating Influence "Physical Work Environment and Organizational Culture on the Performance of Perumda Pasar Argha Nayottama Employees, Buleleng Regency."

**Employee Performance.** According to Mangkunegara (2019), employee performance results from work in terms of quality and quantity an employee achieves in carrying out his duties following his responsibilities. According to Kasmir (2019), employee performance is the employee's attitude of responsibility in completing tasks that the company has given within a specific time limit. According to Afandi (2018), Performance is the work result that a person or group can achieve in a company following authority and responsibility. According to Kasmir (2016), the factors that influence performance, both results and work behavior, are as follows:

1. Ability and Expertise are a person's abilities or skills when doing a job.
2. Knowledge is knowledge about work. Someone with good work knowledge will produce good work results, and vice versa.
3. A Work Plan is a work design that will make it easier for employees to achieve their goals.
4. Personality is a person's personality or character. Everyone has a personality or character that is different from each other.
5. Work Motivation is an encouragement for someone to do work.
6. Leadership is a leader's behavior in organizing, managing and commanding his subordinates to carry out the tasks and responsibilities they have been given.
7. Leadership style is the style or attitude of a leader in dealing with or commanding his subordinates.
8. Organizational culture is the habits or norms that apply and are owned by an organization or company.
9. Job Satisfaction is a feeling of joy or excitement or a person's liking of a job before and after doing it.
10. Work Environment is the atmosphere or conditions around the work location.
11. Loyalty is the loyalty of employees to continue working and defending the company where they work. This loyalty is demonstrated by continuing to work seriously despite the company's poor condition.
12. Commitment is employee compliance with company policies or regulations at work. It also means employee compliance with the promises they have made. In other words, commitment is compliance with the agreement that has been made.
13. Work Discipline is an employee's effort to carry out their work activities seriously.

According to Afandi (2018), the factors that influence performance are:

1. Abilities, personality and work interests.
2. Clarity and acceptance or clarity of a worker's role is the level of a person's understanding and acceptance of the tasks assigned to him.
3. The level of employee motivation is the energy force that drives, directs and maintains behavior.





4. Competence is the skills possessed by an employee.
5. Work facilities are tools to support the company's smooth operation.
6. Work culture is employee work behavior that is creative and innovative.
7. Leadership is the leader's behavior in directing employees at work.
8. Work discipline is the rules made by the company so that all employees comply with them so that goals are achieved.

Employee Performance Indicators according to Priansa (2018) states that performance indicators are:

1. Quantity of Work: Quantity of work is related to the volume of work and work productivity produced by employees over a certain period.
2. Quality of Work: Quality of work concerns accuracy, precision, neatness and completeness in handling organizational tasks.
3. Independence: Independence relates to considering the degree of an employee's ability to work and carry out tasks independently while minimizing the help of other people. Independence also reflects the commitment possessed by employees.
4. The initiative concerns consideration of Independence, the flexibility of thinking, and willingness to accept responsibility.
5. Adaptability: Adaptability concerns the ability to react to changing needs and conditions.
6. Cooperation: Cooperation is related to cooperating with and with other people. Do assignments and cover overtime with a vengeance.

**Physical Work Environment.** According to Sedarmayanti (2018), the physical work environment is all physical conditions found around the workplace that can directly or indirectly influence employees. According to Hasna et al. (2023), the physical work environment in the form of a workspace that needs attention is that the decoration and lighting could be more suitable than the availability of equipment, as well as inappropriate temperature and humidity. So, the work environment is everything around employees in the company that affects the performance of all employees. The work environment is everything around workers that can influence them in carrying out assigned tasks, such as cleanliness, music, etc. Therefore, the work environment is a supporting factor so that employee commitment does not decrease, Baru et al. (2023). According to Sedarmayanti (2017), the types of physical work environments are divided into 2, namely:

1. Work environment directly related to employees, such as the work center, chairs, tables, etc.
2. The intermediate or general environment can also be called the work environment, which influences human conditions such as temperature, humidity, air circulation, lighting, noise, mechanical vibrations, unpleasant odors, and color.

The physical work environment indicators prepared based on the Sedarmayanti Theory in Farhan (2023) are as follows:

1. Lighting or illumination, namely, employees feel comfortable working with lighting/lighting in the workspace at Perumda Pasar Argha Nayottama.
2. Air temperature, namely, employees feel relaxed with the air temperature in the Perumda Pasar Argha Nayottama work room.
3. Use of color: The interior colors of the Perumda Pasar Argha Nayottama workspace make employees feel comfortable.
4. Noise, that is, employees are not disturbed by the noise that can occur while working around the Perumda Pasar Argha Nayottama work environment.

5. Cleanliness, namely, employees feel that the work environment at Perumda Pasar Argha Nayottama is clean.
6. Security, namely employees, feel that the security system at the Perumda Pasar Argha Nayottama workplace is sound.

Concern for the work environment, such as cleanliness and safety, can improve employee performance. Several previous studies include Hasna et al. (2023), who researched 50 employees of PT. Jasa Tirta Energi Kediri states that physical work environment variables have a partially significant effect on employee performance. Dewi et al. (2023) stated that the physical work environment positively and significantly influences employee performance. Rianda and Winarno (2023) stated that the physical work environment partially influences employee performance. Subhan et al. (2023) stated that the Physical Work Environment has a partially positive and significant effect on Employee Performance. Manuain et al (2023) stated that the work environment significantly affects employee performance.

The physical work environment can also increase organizational commitment, improving employee performance (Ferayanti et al., 2024). Previous research that supports this includes Anjani (2023), who researched 65 STPMD/APMD Yogyakarta employees and stated that the physical work environment significantly affects organizational commitment. Daslim et al. (2023) stated that the work environment influences organizational commitment. Prayogi and Rizal (2023) stated that the Physical Work Environment Variable (X1) influences the Organizational Commitment variable. Baru et al. (2023) stated that the physical work environment positively and significantly affects organizational commitment to employees. Azikin et al. (2023) stated that the work environment positively and significantly affects organizational commitment. Based on theory and several previous researchers, the following hypothesis was formulated:

- H1: The physical work environment positively and significantly affects employee performance.  
 H2: Physical Work Environment positively and significantly affects Organizational Commitment.

**Organizational Culture.** According to Priansa (2018), organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force for improving the work quality of company employees and managers. Agrees with Robbins (2015), Organizational culture refers to a system of sharing meaning carried out by members that differentiates an organization from other organizations. Rivai (2020) states that organizational culture is something that employees feel, and the feeling that arises will create trust, values and hope. A leader will play a vital role in shaping the work culture within the organization. So, in general, this culture is divided into several parts, according to Syahputra (2022), namely:

1. Increase the sense of ownership and loyalty of each employee within the company.
2. Used as a tool to organize each member.
3. Increasing the strength of an organization's values.
4. Used as a mechanism to control behavior in the work environment
5. Encourage all member structures to improve work performance in the short and long term.
6. Used to determine direction and what can and cannot be done.

Apart from that, several experts also explained the essential functions of organizations, which include the following:

1. Ndraha (1997), According to Ndraha in his book, organizational culture functions as the identity and image of a society to be able to bind that society. Apart from that, this culture also functions as a resource, driving force, increasing added value, guiding behavior patterns, inheritance, a substitute for formalization, a mechanism for adapting to change, and a process that makes a nation congruent with other countries, so that a nation-state is formed.



2. Robbins (1999) explains that organizational culture plays a role in establishing boundaries and identity for a member of the organization, facilitating the emergence of commitment, and increasing stability in the social system.
3. Siagian (1992) explains that this culture has a role in determining behavioral boundaries, creating a sense of belonging for its members, creating a sense of commitment, increasing solid bonds among all members, and controlling behavior in every organization within the company or organization.

Organizational Culture Indicators, according to Stephen P. Robbins (Waldianto, 2021), are:

1. Innovation and risk refer to the degree to which employees are encouraged to be innovative and dare to take risks in their work.
2. Attention to detail is the degree to which employees are expected to show accuracy, analysis and detailed attention to all matters within the organization.
3. Results orientation, the degree to which the leader focuses on the results or output produced, is assessed only by quantity or quality and efficiency in completion.
4. Individual Orientation is the degree to which decisions determined by management influence the behavior of people in the organization.
5. Team orientation is the degree to which work is structured around teams rather than individuals.
6. Aggressiveness is the degree to which employees are aggressive and competitive to show their advantages.
7. Stability/Stability is the degree to which organizational decisions and actions emphasize efforts to maintain the status quo.

Organizational culture is essential in determining employee performance because it guides all employees in behavior and work. Several previous studies that support this research include Oktavia (2023), who researched 45 Padang City Population and Civil Registration Service employees and stated that organizational culture positively and significantly affects employee performance. Mardiani and Sepdiana (2021) stated that organizational culture has a significant favorable influence on employee performance. Nurhasanah (2022) stated that organizational culture positively and significantly influences employee performance. Astuti (2022) stated that organizational culture, both partially and simultaneously, significantly influences employee performance. Arysta and Akbar (2023) stated that organizational culture significantly affects employee performance.

Organizational culture can also increase organizational commitment in line with improving employee performance. Several previous studies that support this research include Nugraha (2023), who researched 38 employees of a Hotel (2022), which states that the influence of organizational culture on organizational commitment is significant and positive. Asi and Gani (2021) stated that organizational culture positively and significantly affects organizational commitment. Saputra et al. (2023) stated that the test results showed a positive and significant influence between organizational culture and commitment. Based on theory and several previous researchers, the following hypothesis was formulated:

H3: Organizational culture has a positive and significant effect on employee performance.

H4: Organizational culture has a positive and significant effect on organizational commitment.

**Organizational Commitment.** According to Busro (2018), Organizational Commitment is the psychological condition of an employee's relationship with the company, which has implications for the decision to remain at or leave the company. According to Luthans (2020), organizational commitment is defined as an attitude, namely a solid desire to remain a member of a particular organization, a desire to try hard to follow what the organization wants and specific beliefs and a willingness to accept the values and goals that have been set organization. According to Martadiani



et al. (2022), When people are dissatisfied with their jobs and less committed to the organization, they expect to think of quitting. Employees feel a low sense of accomplishment, making them less satisfied with their jobs and more prone to exert turnover intention (Laksmi et al., 2023).

According to Priansa (2018), Organizational commitment is employee loyalty to the company, which can be seen in their high contribution to achieving company goals. According to Darmadi (2018), factors that influence organizational commitment are:

1. Personal Factors. For example, Age, gender, education level, work experience, personality, etc.
2. Organizational Factors. It includes sensitivity to organizational loyalty, job security, and economic incentives.
3. Relational Factors include trust from superiors, communication with superiors and colleagues, and positive feedback from leaders or clients.

Meanwhile, according to Yusuf (2018), the dimensions of organizational commitment include:

1. Identification with the organization is acceptance of the organization's goals, where this acceptance is the basis of organizational commitment.
2. Involvement is the willingness to put serious effort into the organization.
3. Loyalty is a strong desire to maintain membership in the organization.

Indicators of Organizational Commitment, according to Busro in Research by Maranata et al. (2022) state that:

1. Indicators of Affective Commitment include strong belief in and acceptance of the organization's values and goals, loyalty to the organization, and willingness to use efforts for the benefit of the organization.
2. Indicators of Continuous Commitment include calculating the advantages and disadvantages of continuing to work in the organization.
3. Indicators of Normative Commitment include willingness to work and responsibility for advancing the organization.

Employees' strong desire, loyalty, fidelity, and desire for the company or organization where they work is called organizational commitment. Several previous researchers who support this research include Astuti (2022), who researched 71 people in one of the sub-districts in Depok City, West Java, which showed that commitment, partially and simultaneously, significantly affected employee performance. Rahayu and Dahlia (2023) stated that organizational commitment positively affects employee performance. Rifa'i (2023) stated that organizational commitment can predict and influence the growth and improvement of employee performance. Nabhan and Mujanat (2023) stated that organizational commitment strengthens the influence of identification on employee performance. Badrianto and Astuti (2023) stated that organizational commitment influences employee performance.

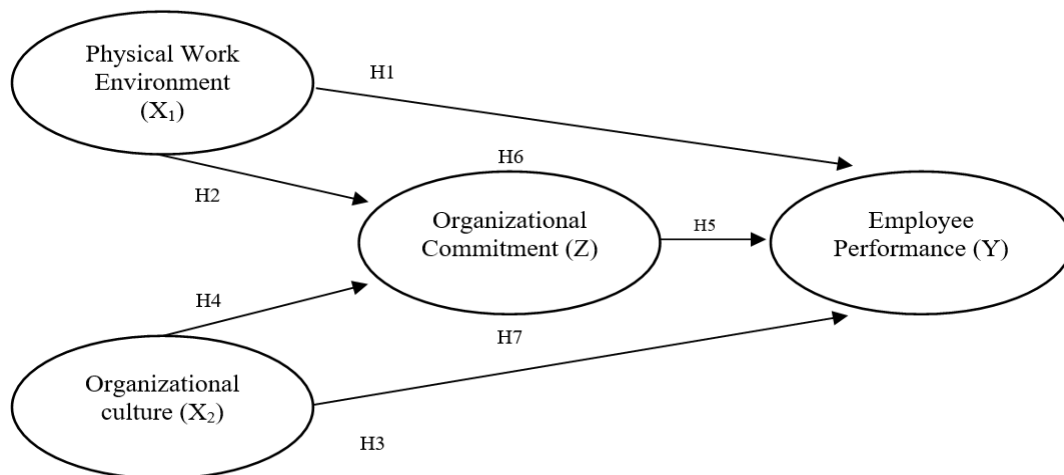
Organizational commitment can also be a mediator that explains the influence of other variables on performance, such as mediating the physical work environment on performance. Several previous researchers who support this research include Darmawan et al. (2021), who stated that the work environment influences employee performance through work commitment. It shows that organizational commitment is a mediating variable between the influence of the work environment and employee performance. Research by Sulastri (2020) supports the idea that organizational commitment mediates the work environment on employee performance. Azikin (2019) states that the work environment positively and significantly affects performance through organizational commitment. Nuraeni (2019) states that the work environment directly influences performance through the variable organizational commitment.



Organizational commitment mediates organizational culture on performance. Several previous researchers who supported this research include Fauzan et al. (2023), who conducted research on 110 employees at the Regional People's Representative Council Office of North Sumatra Province and stated that organizational commitment was able to mediate the influence of organizational culture on employee performance at the Regional People's Representative Council Office. North Sumatra Province. Anggara et al. (2022) stated that the role of organizational culture on employee performance with organizational commitment as an intervening variable of organizational commitment was found to be positive and significant. Lestari and Palupi (2023) stated that organizational culture significantly influences employee performance, which is mediated by organizational commitment. 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: The physical work environment positively and significantly affects employee performance through organizational commitment.
- H7: Organizational culture positively and significantly affects employee performance through organizational commitment.

The conceptual framework of the research is described as follows.



**Figure 1.** Research Conceptual Framework

**METHODS**

The research location was Perumda Pasar Argha Nayottama, Buleleng Regency, at Jl. Orchid No.7 Singaraja Mumbul Flea Market Lt.II Singaraja. The research design used is to obtain objective, valid and reliable data to analyze, prove and develop knowledge so that it can be used to understand, solve and anticipate problems that occur. In this research, the author used a population of Perumda Pasar Argha Nayottama employees totaling 258. The sampling technique used is simple random sampling technique, which is a random sampling technique in the population, using the Slovin formula and obtaining a total of 72 respondents. The data collection methods used include survey methods and questionnaires. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). Interviewers forget information directly from respondents and make observations to determine the actual situation in the field. The data analysis technique used is an inferential analysis using SmartPLS 3 to analyze the relationship





between the variables studied in this research: Employee Performance, Physical Work Environment, Organizational Culture 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
Physical Work Environment (X1)	X1.1	0.949	0,000	Valid
	X1.2	0.934	0,000	Valid
	X1.3	0.946	0,000	Valid
	X1.4	0.924	0,000	Valid
	X1.5	0.939	0,000	Valid
	X1.6	0.950	0,000	Valid
Organizational Culture (X2)	X2.1	0.950	0,000	Valid
	X2.2	0.928	0,000	Valid
	X2.3	0.946	0,000	Valid
	X2.4	0.922	0,000	Valid
	X2.5	0.950	0,000	Valid
	X2.6	0.928	0,000	Valid
Organizational Commitment (Z)	X2.7	0.944	0,000	Valid
	Z1	0.947	0,000	Valid
	Z2	0.919	0,000	Valid
Employee Performance (Y)	Z3	0.939	0,000	Valid
	Y1	0.928	0,000	Valid
	Y2	0.912	0,000	Valid
	Y3	0.928	0,000	Valid
	Y4	0.910	0,000	Valid
	Y5	0.918	0,000	Valid
	Y6	0.928	0,000	Valid

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

**Table 2. Reliability Test Results**

No	Variable	Cronbach's Alpha	Information
1	Physical Work Environment (X1)	0.974	Reliable
2	Organizational Culture (X2)	0.977	Reliable
3	Organizational Commitment (Z)	0.927	Reliable
4	Employee Performance (Y)	0.964	Reliable

**Hypothesis Testing.** The results of the path and significance testing are displayed in Table 3. H1 testing is accepted, namely that the Physical Work Environment positively and significantly



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affects Employee Performance. This is shown by the results of the Physical Work Environment, which had a positive effect of 0.275 on employee performance. This relationship is significant at the  $0.008 < 0.05$  level, and the t-statistic value is more significant than 1.96, namely 2.642. The H2 test is accepted, namely that the Physical Work Environment positively and significantly affects Organizational Commitment. This is shown by the results of the Physical Work Environment having a positive effect of 0.321 on Organizational Commitment. This relationship is significant at  $0.031 < 0.05$ ; the t-statistic value is greater than 1.96, namely 2.158. H3 is accepted, namely, organizational culture positively and significantly affects employee performance. The results show that organizational culture has a positive effect of 0.254 on employee performance. This relationship is significant at  $0.021 < 0.05$ ; the t-statistic value is greater than 1.96, 2.321. Test results are accepted: Organizational Culture positively and significantly affects Organizational Commitment. The results show that organizational culture has a positive effect of 0.410 on organizational commitment. This relationship is significant at the  $0.006 < 0.05$  level, and the t-statistic value is more significant than 1.96, namely 2.761. Test results H5 is accepted. Namely, Organizational Commitment has a positive and significant effect on Employee Performance. It is shown by the results of Organizational Commitment having a positive effect of 0.441 on Employee Performance, and this relationship is significant at the  $0.00 < 0.05$  level and the t-statistic value is more significant than 1.96, namely 4,080.

The results of the mediation test show that H6 was rejected. The Physical Work Environment shows this through Organizational Commitment to Employee Performance, which has a positive effect of 0.142 with a t-statistic value of 1.920 but is insignificant at  $0.055 > 0.05$ . It states that Organizational Commitment still needs to be able to (Unmediated) mediate the influence of the Physical Work Environment on Employee Performance. The H7 mediation test was accepted; this is shown by Organizational Culture through Organizational Commitment on Employee Performance having a positive effect of 0.181 with a t-statistic value of 2.337 and significant at the level of  $0.020 < 0.05$ ; this states that Organizational Commitment can mediate the influence of Organizational Culture on Employee Performance. Organizational Commitment partially mediates (partial mediation) between the influence of Organizational Culture on Employee Performance.

Table 3 shows that the R2 value of Organizational Commitment is 0.446, then this model includes moderate model criteria, meaning that variations in the Physical Work Environment and Organizational Culture are only able to explain the Organizational Commitment variable by 44.6%, other variables outside the analyzed model explain the remaining 55.4%. The Employee Performance variable has an R2 value of 0.711 or is a robust model, meaning that the Physical Work Environment, Organizational Culture and Organizational Commitment variables can only explain 71.1% of the Employee Performance variable; variables outside the analyzed model explain the remaining 28.9%. The Q2 value for Employee Performance is 0.596 because the Q2 value for Employee Performance is  $0.596 > 0$ . It is concluded that Organizational Commitment, Physical Work Environment and Organizational Culture have predictive relevance for Employee Performance, and the model relationship is strong.

**Table 3.** Hypothesis Test Results

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Information
Organizational culture (X2) - > Employee performance (Y)	0.254	0.253	0.109	2.321	<b>0.021</b>	Significant





Organizational culture (X2) -> Organizational Commitment (Z)	0.410	0.401	0.149	2.761	0.006	Significant
Organizational Commitment (Z) -> Employee performance (Y)	0.441	0.431	0.108	4.080	0.000	Significant
Physical Work Environment (X1) -> Employee performance (Y)	0.275	0.283	0.104	2.642	0.008	Significant
Physical Work Environment (X1) -> Organizational Commitment (Z)	0.321	0.337	0.149	2.158	0.031	Significant
Organizational culture (X2) -> Organizational Commitment (Z) -> Employee performance (Y)	0.181	0.173	0.077	2.337	0.020	Partial Mediation
Physical Work Environment (X1) -> Organizational Commitment (Z) -> Employee performance (Y)	0.142	0.146	0.074	1.920	0.055	Not Significant

R<sup>2</sup> Organizational Commitment = 0.446

R<sup>2</sup> Performance = 0.711

Q<sup>2</sup> = 0.596

**The Influence of the Physical Work Environment on Employee Performance.** Based on the analysis of the influence of the Physical Work Environment on Employee Performance, it shows that H1 is accepted, namely that the Physical Work Environment has a positive and significant effect on Employee Performance. This is shown by the results of the Physical Work Environment having a positive effect of 0.275 on Employee Performance. This relationship is significant at the 0.008 < 0.05 level, and the t-statistic value is more significant than 1.96, namely 2.642. It means that the better the physical work environment is implemented, the more employee performance will increase at Perumda Pasar Argha Nayottama. It supports Hasna et al. (2023) research, which states that the physical work environment partially affects employee performance. Dewi et al. (2023) support this research's results that the physical work environment positively and significantly influences employee performance. Rianda and Winarno (2023) state that the physical work environment partially influences employee performance. Subhan et al. (2023) The physical work environment positively and significantly affects employee performance. Manuain et al. (2023) The work environment significantly affects employee performance.

**The Influence of Motivation on Organizational Commitment.** The analysis of the influence of the Physical Work Environment on Organizational Commitment shows that H2 is accepted, namely that 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 0.321 on Organizational Commitment. This relationship is significant at 0.031 < 0.05; the t-statistic value is greater than 1.96, namely 2.158. This means that the better the physical work environment implemented, the more organizational commitment will increase at Perumda Pasar Argha Nayottama. It supports research conducted by Anjani (2023), who found that the physical work environment significantly affects 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 positively and significantly affects employee organizational commitment. Azikin et al. (2023) state that the work environment positively and significantly affects organizational commitment.

**The Influence of Organizational Culture on Employee Performance.** Based on the analysis of the influence of Organizational Culture on Employee Performance, it shows that H3 is accepted, namely that Organizational Culture has a positive and significant effect on Employee Performance. The results show that organizational culture has a positive effect of 0.254 on employee performance. This relationship is significant at  $0.021 < 0.05$ ; the t-statistic value is greater than 1.96, 2.321. This means that the better the organizational culture implemented, the more employee performance will increase at Perumda Pasar Argha Nayottama. It supports research conducted by Oktavia and Fernos (2023), which states that organizational culture positively and significantly affects employee performance. It is supported by Mardiani & Sepdiana (2021) Organizational Culture Has a Significant Positive Influence on Employee Performance. Nurhasanah (2022) Organizational Culture Has a Positive and Significant Influence on Employee Performance. Astuti (2022) Organizational Culture, Both Partially and Simultaneously, Has a Significant Influence on Employee Performance. Arysta & Akbar (2023) Organizational culture significantly affects employee performance.

**The Influence of Organizational Culture on Organizational Commitment.** Based on the analysis of the influence of Organizational Culture on Organizational Commitment, it shows that H4 is accepted, namely that Organizational Culture has a positive and significant effect on Organizational Commitment. The results show that organizational culture has a positive effect of 0.410 on organizational commitment. This relationship is significant at the  $0.006 < 0.05$  level, and the t-statistic value is more significant than 1.96, namely 2.761. This means that the better the organizational culture is implemented, the greater the organizational commitment in Perumda Pasar Argha Nayottama. It supports research conducted by Posumah et al. (2023), which states that organizational culture has a positive and significant effect on organizational commitment. Nugraha (2023) supports the idea that organizational culture influences organizational commitment, and Hanafi (2022) states that the influence of organizational culture on organizational commitment is significant and positive. Dan Asi & Gani (2021) Organizational culture positively and significantly affects organizational commitment. Saputra et al. (2023) Test results show a significant favorable influence between organizational culture and commitment.

**The Effect of Organizational Commitment on Employee Performance.** The analysis of the influence of Organizational Commitment on Employee Performance shows that H5 is accepted, namely that Organizational Commitment has a positive and significant effect on Employee Performance. It is shown by the results of Organizational Commitment having a positive effect of 0.441 on Employee Performance, and this relationship is significant at the  $0.00 < 0.05$  level and the t-statistic value is more significant than 1.96, namely 4,080. This means that the better the organizational commitment is implemented, the more employee performance will increase at Perumda Pasar Argha Nayottama. It supports research conducted by Astuti (2022), which shows that commitment significantly affects employee performance. Rahayu and Dahlia (2023) Organizational commitment positively affects 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 and Astuti (2023) organizational commitment influences employee performance.



**The Influence of the Physical Work Environment on Employee Performance through Organizational Commitment.** The results of the analysis show that H6 was rejected. The Physical Work Environment shows this through Organizational Commitment to Employee Performance, which has a positive effect of 0.142 with a t-statistic value of 1.920 but is insignificant at  $0.055 > 0.05$ . It states that Organizational Commitment has yet to be able to () mediate the influence of the Physical Work Environment on Employee Performance. The results of the indirect effect test show that the relationship between the physical work environment and organizational commitment is significant. The relationship between Organizational Commitment and Employee Performance is significant. The relationship between the Physical Work Environment and Employee Performance involving mediation is insignificant, so it can be concluded that Organizational Commitment cannot mediate (Unmediated) the Physical Work Environment on Employee Performance. The physical work environment can influence employee performance without the organizational commitment variable. The better the physical work environment implemented, the better the employee's performance will be without additional organizational commitment. It supports research by Kapulogo and Suprihhadi (2023), which states that the work environment mediated by organizational commitment indirectly affects employee performance.

**The Influence of Organizational Culture on Employee Performance through Organizational Commitment.** Based on the results of the analysis, it shows that H7 is accepted; Organizational Culture shows this through Organizational Commitment to Employee Performance, which has a positive effect of 0.181 with a t-statistic value of 2.337 and is significant at the level of  $0.020 < 0.05$ , this states that Organizational Commitment can mediate the influence Organizational Culture on Employee Performance. Organizational commitment mediates some/partial (partial mediation) between the influence of organizational culture on employee performance. The indirect effects are significant from the test results, which show the relationship between organizational culture and organizational commitment. The relationship between Organizational Commitment and Employee Performance is significant. The relationship between organizational culture and employee performance is significant.

Moreover, the relationship between Organizational Culture and Employee Performance involving mediation is significant, so it can be concluded that Organizational Commitment partly mediates (partial mediation) between Organizational Culture and Employee Performance. This means organizational commitment can only partially explain how culture influences employee performance. If organizational culture improves, the performance of Perumda Pasar Argha Nayottama employees will also experience a significant increase accompanied by an increase in employee commitment. On the other hand, if organizational culture experiences a decline, the performance of Perumda Pasar Argha Nayottama employees will also experience a significant decline, accompanied by an increase in employee commitment. It supports research conducted by Fauzan et al. (2023), which states that organizational commitment can mediate organizational culture's influence on employee performance at the Regional People's Representative Council Office of North Sumatra Province. It is supported by Anggara, et al (2022). The results of the analysis of the role of organizational culture on employee performance with organizational commitment as an intervening variable for organizational commitment were found to be positive and significant. Lestari and Palupi (2023) state that organizational culture significantly influences employee performance, which is mediated by organizational commitment.

## CONCLUSION



Employee performance plays a vital role in the success of a company. Good company performance is reflected in the superior and dedicated performance of employees. On the other hand, poor performance reflects declining company performance. The physical work environment has a positive and significant effect on the performance of Perumda Pasar Argha Nayottama employees. The physical work environment positively and significantly affects organizational commitment at Perumda Pasar Argha Nayottama. Organizational culture has a positive and significant effect on the performance of Perumda Pasar Argha Nayottama employees. Organizational culture has a positive and significant effect on the organizational commitment of Perumda Pasar Argha Nayottama employees. Organizational commitment has a positive and significant effect on the performance of Perumda Pasar Argha Nayottama employees. Physical Work Environment has a positive but insignificant effect on Employee Performance through Organizational Commitment. Organizational Commitment cannot mediate (Unmediated) between the Physical Work Environment and Employee Performance. Organizational culture positively and significantly affects employee performance through organizational commitment. Organizational Commitment partially mediates (partial mediation) between Organizational Culture and Perumda Pasar Argha Nayottama Employee Performance.

To increase the implementation of the physical work environment at Perumda Pasar Argha Nayottama by carrying out a comprehensive evaluation of the work environment to ensure the comfort and productivity of employees so that when working, employees feel comfortable with the lighting/illumination of the workspace, employees feel comfortable/relaxed with the air temperature in the room. Work and employees feel that the security system in the workplace is sound. Efforts to increase the implementation of Organizational Culture at Perumda Pasar Argha Nayottama by, firstly, the leadership of Perumda Pasar Argha Nayottama and the entire board of directors can become role models for the implementation and implementation of the cultural values of the organization. Secondly, continuous and consistent outreach on explaining and understanding organizational cultural values should be provided to all Perumda employees so that all employees feel that the Company pays attention to employees to implement organizational culture. Thirdly, it prioritizes the sustainability and intensity of employee work by providing training that focuses on developing customer focus and professionalism skills in providing services to market traders in market units managed by Perumda. The organizational commitment of employees at Perumda Pasar Argha Nayottama is quite good. However, it still needs to be improved and always evaluated by the leadership so that performance is always practical and meets the targets of Perumda Pasar Argha Nayottama. Increasing employee commitment can include providing motivation, awards to employees/teams/market units who succeed in achieving predetermined targets, and attractive career development opportunities for Perumda Pasar Argha Nayottama employees, as well as strengthening family relationships and a sense of belonging among Perumda Pasar Argha employees. Efforts to improve the implementation of employee performance at Perumda Pasar Argha Nayottama can be made by: firstly, employees must be able to carry out tasks independently by minimizing the help of other people. Both employees can complete their work well, even without supervisory supervision. Moreover, the three employees must be able to adapt to new company conditions and problems.

The limitation of this research is that the number of respondents was only 72 people, which is certainly not enough to describe the actual situation. In the data collection process, the information provided by respondents through questionnaires sometimes needs to show the respondents' accurate opinions. It occurs because of differences in thoughts, assumptions, and understandings of each respondent when filling out the questionnaire. The results of this research cannot be





generalized to other companies, meaning that this research is only able to explain Perumda Pasar Argha Nayottama because the unique characteristics found in companies other than Perumda Pasar Argha Nayottama can change the factors that influence employee performance.

Further research can analyze factors other than the physical work environment, organizational culture and organizational commitment that can influence employee performance, such as work stress, servant leadership, workload and job characteristics, and can use intervening variables like job satisfaction or work motivation.

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