

The Influence of Employee Commitment and Physical Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at the National Unity and Politics Agency South Sumatra Province

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ABSTRACT: This study examines the effect of employee commitment and physical work environment on employee performance with job satisfaction as an intervening variable. The population in this study were all employees of the National Unity and Politics Agency of South Sumatra Province, totaling 76 people, all of whom were taken as samples. The analysis technique used path analysis with the SEM PLS application. The test results show that employee commitment and physical work environment have a significant direct effect on employee performance. Employee commitment has a significant effect on employee performance through job satisfaction.

KEYWORDS—Commitment, Physical Work Environment, Job Satisfaction, Performance

I. INTRODUCTION

From the perspective of the dynamics of local governance, the performance of Kesbangpol employees reflects institutional capacity in responding to demands for political stability, increased community participation, and effective implementation of democratic values. As a strategic agency, Kesbangpol has a central role in strengthening democratic principles at the local level, including in South Sumatra Province. Through various strategies, Kesbangpol seeks to improve the quality of democratic governance, civil liberties and public participation. In carrying out its role, employee performance is a major concern, as aspects of discipline, integrity, and work efficiency have a direct influence on program success and the quality of democracy. Therefore, efforts to optimize employee performance and create a conducive work environment are important steps in ensuring the sustainable achievement of the agency's vision and mission.

Employee performance is a crucial indicator of the human resource capabilities of an agency and is also the main driver of achieving agency goals. (Citraningtyas & Djastuti (2017). Besides that, The Greatest Showman (2014) emphasizes that performance does not only reflect individual work results, but also strategic contributions to agency performance. Employee dedication and productivity have a positive impact on collective performance, while suboptimal individual performance can reduce agency effectiveness. Therefore, employee performance is an important parameter that reflects the relationship between human resource capacity and the success of an institution.

Table 1. Performance of the National Unity and Politics Agency 2020-2024

No	Component	Mark (%)				
		2020	2021	2022	2023	2024
1	Performance Planning	24.07	24.88	20.27	24.34	24.59
2	Performance Measurement	17.81	20.25	22.00	24.69	25.44
3	Performance Reporting	9.62	11.89	11.89	12.48	15.00
4	Internal Evaluation	5.58	6.20	23.96	19.41	15.21
5	Performance Achievements	13.44	15.00	-	-	-
Total Value		70.52	77.96	78.12	80.24	80.24
Performance Accountability Level		B	B	B	A	A

Source: National Unity and Politics Agency of South Sumatra Province, 2025

The performance of the National Unity and Politics Agency from 2020 to 2024 shows an increase from the last three years. The total value increased from 70.52 percent to 80.24 percent. Although there was an increase in total performance, in 2022 the performance planning component decreased from 24.88 percent in 2021 to 20.27 percent. This condition is shown from the evaluation report on the performance planning

component which has not been met, both in terms of the fulfillment of performance planning documents, the quality of performance planning, and the use of performance planning.

Still on the same component, the targets set in performance planning are only a small part achievable, challenging, and realistic. In the condition of performance planning utilization, the evaluation report shows that only a small part of the activities carried out support the desired performance. Each employee understands and cares a small part, and is committed to achieving the planned performance. This situation reflects the potential for problems in planning and implementing quality performance, especially in setting clear and measurable goals, even though the agency already has work standards. This problem can be influenced by various factors, one of which is job satisfaction, which encourages individuals to work more optimally in achieving maximum agency performance.

When an employee feels satisfied with his/her job, he/she tends to feel more enthusiastic and happy in carrying out his/her duties. According to The Last Supper (2018) One of the significant factors is including psychological factors. Psychological factors include elements such as perception, role, attitude, personality, motivation, and job satisfaction. In addition, according to Prophet (2019) Job satisfaction involves an individual's feelings or attitudes toward work, including pay, promotion or educational opportunities, supervision, relationships with coworkers, workload, and other factors.

Job satisfaction is an emotional dimension related to an individual's views on various aspects, one of which is the employee's salary. (Purnama & Iqbal, 2020). Based on research from Rafaela et al. (2022) explained when employees feel satisfied with their work and the rewards they receive from the agency, they tend to have positive feelings about their work and feel happy and willing to make greater contributions. Thus, high job satisfaction can have a positive impact on various aspects of the agency and help in increasing employee productivity and performance.

Table 2. Monthly Income of Employees of the National Unity and Politics Agency of South Sumatra Province in 2024

No	Income Details	Position	Number of people
1.	Rp.9,029,000	Civil Servants Grade IV/d	1
2.	Rp.6,833,400	Civil Servants Class IV/c	1
3.	Rp.5,755,700 – Rp.6,818,400	Civil Servants Class IV/b	4
4.	Rp.4,680,000 – Rp.5,541,000	Civil Servants Class IV/a	4
5.	Rp.4,120,600	Civil Servants Class III/d	6
6.	Rp.3,922,000 – Rp.4,436,100	Civil Servants Class III/c	3
7.	Rp.3,567,000	Civil Servants Class III/a	1
8.	Rp.3,560,205 – Rp.3,943,000	Civil Servants Class II/d	3
9.	Rp.2,696,600	Civil Servants Class II/c	1
10.	Rp.2,962,500	Civil Servants Class II/a	1
11.	Rp.2,610,000	Honorary	38

Source: National Unity and Politics Agency of South Sumatra Province, 2025

The salary of employees at the National Unity and Politics Agency is one of the important indicators of job satisfaction. In its income structure, there is a difference between civil servants from groups II/c to IV/d, with a total income range from IDR 2,696,600 to IDR 9,029,000. In addition, there is also a total income for honorary positions with an amount of IDR 2,610,000. The striking difference in the salary structure can affect the perception of fairness and employee work motivation. High-ranking employees tend to be more satisfied because the salary they receive is commensurate with their responsibilities, while honorary employees with lower incomes may feel less satisfied due to the imbalance between income and workload. Job satisfaction is greatly influenced by the suitability of income to expectations and living needs, and the extent to which the agency provides appreciation for employee contributions (Herzberg, 2017). The level of salary received by employees at the National Unity and Politics Agency has the potential to affect job satisfaction, which ultimately has an impact on their performance and productivity.

Based on Armstrong (2006), optimal performance is the main key to achieving the success and goals of the agency. To maintain the quality of performance, each member of the agency needs to comply with the regulations that have been set and carry out tasks based on the commitments that have been confirmed by the agency. Employee commitment refers to the extent to which they comply with and feel bound to the organization where they work (Safrina et al., 2023). This commitment is evident from active participation in various agency activities, both in carrying out tasks and in collective decision-making. According to Tampenawas et al. (2023), individuals with high commitment can be recognized through strong beliefs and acceptance of the goals and values of the agency. These employees also demonstrate a persistent work ethic and

determination to continue to be part of the agency. This kind of commitment is very important in supporting the achievement of the agency's overall performance targets.

Table 3. Politics of South Sumatra Province in 2024

Month	Day Work	Amount Employee (People)	Absence		Delay	
			Number of people	%	Number of people	%
January	21	37	26	3.35	55	7.08
February	20	37	19	2.57	53	7.16
March	21	37	27	3.47	18	2.32
April	14	37	12	2.32	19	3.67
May	21	37	1	0.13	31	3.99
June	17	37	19	3.02	34	5.41
July	20	37	27	3.65	44	5.95
August	22	37	11	1.35	52	6.39
September	20	37	31	4.19	34	4.59
October	22	37	12	1.47	42	5.16
November	22	37	10	1.23	20	2.46
December	19	37	36	5.12	12	1.71

Source: National Unity and Politics Agency of South Sumatra Province (processed), 2024

The absence and tardiness data of Civil Servants (PNS) of the National Unity and Politics Agency of South Sumatra Province this year showed significant fluctuations throughout the year. The highest absence was in December with 36 people (5.12%) and the lowest in May with only 1 person (0.13%). The highest tardiness occurred in January with 55 people (7.08%), while the lowest was in December with 12 people (1.71%). Although there was a decrease in some months, the increase in certain months reflects quite large variability throughout the year. This finding is in line with the statement Kristian et al. (2023) that employees with high commitment tend to have low absenteeism rates and are rarely late. Therefore, this data also indicates that the commitment of employees of the National Unity and Politics Agency is still not optimal, as reflected in the fluctuations in absences and lateness that occur.

Table 4. Data on the Absence of Honorary Employees of the National Unity and Politics Agency of South Sumatra Province in 2024

Month	Day Work	Amount Employee (People)	Absence		Delay	
			Number of people	%	Number of people	%
January	21	37	203	26.13	234	30.12
February	20	37	172	23.24	251	33.92
March	21	37	171	22.01	185	23.81
April	14	37	149	28.76	162	31.27
May	21	37	188	24.20	231	29.73
June	17	37	194	22.73	143	30.84
July	20	37	200	27.03	233	31.49
August	22	37	250	30.71	188	23.10
September	20	37	180	24.32	204	27.57
October	22	37	149	18.30	172	21.13
November	22	37	147	18.06	92	11.30
December	19	37	189	26.88	184	26.17

Source: National Unity and Politics Agency of South Sumatra Province (processed), 2024

On the other hand, data on absences and tardiness of honorary employees at the National Unity and Politics Agency shows that the highest absence was recorded in August with 250 people (30.71%), while the lowest occurred in November with 147 people (18.06%). In tardiness, the highest figure was found in February with 251 people (33.92%), while the lowest occurred in November with 92 people (11.30%). This condition highlights the need for more attention to employee time discipline, because even though there has been a decrease in absence, some employees are still not fully committed to optimal attendance.

The level of success of a person in a career is often influenced by the extent to which he or she is committed to his or her field of work. Commitment can act as a driving force that encourages someone to improve their performance, but it can also be a factor that encourages someone to leave their job, especially if there are demands for unbalanced commitment.(Busro, 2020). The National Unity and Politics Agency of South Sumatra Province faces a number of problems related to employees, with one of the main problems being irregular absences. This problem can have a negative impact on the performance of the agency, especially if employees do not comply with the working hours that have been set. This absence problem also reflects the level of employee commitment to their work, indicating a lack of concern for their duties and responsibilities and effective use of time.

The low commitment of employees from the National Unity and Politics Agency of South Sumatra Province has a negative impact on overall performance. Inconsistent attendance and the tendency to arrive late indicate a lack of employee contribution and enthusiasm to advance the agency, and doubt whether the work they do can achieve the desired goals. In addition to commitment, the work environment is also no less important, which can affect employee performance. The work environment is everything that is around workers, both physically and non-physically, which affects the tasks assigned, a conducive work environment will encourage and increase employee work enthusiasm so that job satisfaction can be obtained as well as increased employee performance.(Nabawi, 2019).

Physical work environment factors play a role in shaping employee performance, considering that the work environment is the place where employees carry out their duties. Herzberg et al. (2017)explains that the physical work environment refers to the arrangement of furniture, completeness of facilities, room layout, and other physical conditions that can have an impact on employees' daily activities. A healthy, safe, comfortable work environment plays a crucial role in improving employee welfare and motivating them to maintain their worker status. On the other hand, if the facilities are inadequate, and security is inadequate, employee performance can be negatively affected, resulting in a slowdown in achieving agency goals.(Stringer, 2016).

Creating a supportive work environment can positively influence employee performance, generate job satisfaction, and encourage increased contributions to achieving agency goals. Based on research fromThe Pilgrim (2022)explaining a comfortable and pleasant working environment can make employees calmer, more effective, diligent, and serious in facing their tasks. The physical working environment emphasizes objects and the atmosphere around the workplace that can influence employees in carrying out their tasks.(Natania & Martha, 2023). The interpretation of the physical work environment involves all physical elements around the employee's workplace that can have an impact, either directly or indirectly, on the performance of their duties. The main focus is on physical components and tangible goods, such as office design, lighting, and all equipment used in the agency.

Each room in the National Unity and Politics Agency of South Sumatra Province has bright colors, mostly white, with small vents and windows for air circulation. The use of air conditioning often makes the vents closed, keeping the room temperature stable at 20–26 degrees Celsius even though there are air conditioners that need to be serviced. Lighting is quite good from a combination of natural and artificial light, although some lamps need to be replaced.

Table 5. List of Facilities of the National Unity and Politics Agency of South Sumatra Province in 2024

Facilities and infrastructure	Condition			Amount (Unit)
	Good	Currently	Damaged	
Light	44	4	2	50
Air Conditioner (AC)	45	1	-	46
Fan	3	-	-	3
Cupboard	28	18	-	52
Workbench	60	3	1	64
Office Chair	58	4	-	62
Ventilation	29	8	2	39
Air freshener	6	2	1	9
Trash box	10	3	-	13
Computer	30	6	-	36
Laptop	18	2	-	20
Printer	7	2	1	10
Projector	1	-	-	1
Toilet	-	4	-	4
Building	7	-	-	7

Source: National Unity and Politics Agency of South Sumatra Province (processed), 2025

The workspace feels cramped and disorganized due to the many items piled up, including 18 wooden cabinets, some of which are in poor condition. Cleanliness is maintained with trash bins in every room, daily cleaning staff, and twice-weekly trash pickup, although there are still problems such as clogged drains in toilets. Air quality is generally good, although some rooms and hallways are dusty. Noise in the office is well controlled thanks to thick partition walls, although the sound of vehicles from the main road can still be heard. Electronic equipment such as printers and computers are functioning well, although there are some damages and limitations, such as a minimal number of projectors without backups.

Overall, the physical condition and facilities in the office are quite adequate, but still need improvement in several aspects to improve work comfort. The work environment is a crucial factor in shaping employee performance, because it has a direct impact on their ability to complete tasks and ultimately, improve the overall performance of the agency. According to Amima & Taharuddin (2023) Good working environment conditions allow employees to work safely, healthily, optimally, and comfortably. The success of an agency is greatly influenced by an optimal working environment. A poor working environment can reduce employee performance and satisfaction, so creating an environment that supports productivity is the key to the success of an agency.

Employee performance, as a complex and multidimensional variable dimension, cannot be attributed to only one or two specific factors. In a number of empirical studies that have been conducted, this complexity has been illustrated, by highlighting that job satisfaction, employee commitment, and work environment have a positive and significant impact on performance. In other words, increasing these factors tends to contribute to increasing employee performance. Citraningtyas & Djastuti (2017) In his research, he showed that the work environment and job satisfaction have a positive and significant influence on employee performance, with job satisfaction acting as an intervening variable that mediates the influence of the work environment on performance.

This finding is in line with research results Manik et al. (2021) which states that the work environment has a significant positive impact on job satisfaction, and employee commitment has the greatest impact on job satisfaction. According to Ishak et al. (2021) Job satisfaction acts as an intervening variable that mediates the influence of the work environment on employee performance. Ningsih et al. (2021) found that commitment and work environment have a positive and significant effect on job satisfaction, which in turn also has an effect on performance, although there is no direct significant effect of commitment and work environment on performance. In a broader context, several studies, such as those conducted by Nahloly & Safaria (2023), Mnzen et al. (2023), AndMahu et al. (2021), indicating that the work environment and job satisfaction have a positive and significant effect on performance. Job satisfaction is also identified as a mediator in the relationship between the work environment and performance, as found by Purnama & Iqbal (2020) And Akbar (2023). The Story of Widarto and Anindita (2018) stated that high job satisfaction can significantly increase employee commitment. Meanwhile, Lisa et al. (2023) highlighted that the work environment has a positive effect on job satisfaction, and the work environment also shows a positive and significant effect on performance. This decision is supported by the findings

The main problem discussed in this study is how do employee commitment and physical work environment affect employee performance at the National Unity and Politics Agency of South Sumatra Province, both directly and indirectly through job satisfaction? Based on this, the objectives to be achieved are to analyze and empirically test the effect of employee commitment and physical work environment on employee performance at the National Unity and Politics Agency of South Sumatra Province, both directly and indirectly through job satisfaction.

II. LITERATURE REVIEW

2.1. Performance

Performance is something that has been produced by employees in a certain field in their work. (Robbins & Judge 2021). Yamin & Maisah (2010) states that performance is an assessment of employee's ability to produce results according to their field of work. Performance as an employee's achievement in their field of work (Dessler, 2019).

2.2. Job satisfaction

Job satisfaction is a person's emotional response to his or her work situation. Aghnia & Sunarsi (2023) explains that job satisfaction is influenced by an individual's perception of their work and the results of cognitive processes in understanding work situations. This satisfaction is not only about how well someone works, but the extent to which the individual enjoys their work.

2.3. Employee Commitment

According to Luthans (2011) The manifestation of commitment to employees is to produce healthy work quality so that it can motivate employees in working. Kristian et al. (2023) describes commitment as a reflection of the extent to which an individual feels connected to the institution where they work and how strong their attachment is to the institution's goals.

2.4. Physical Work Environment

According to Herzberg et al. (2017) The physical work environment refers to the physical elements around the work location that have the potential to influence employees in carrying out their duties. These factors not only include the physical dimensions of the building, but also involve elements such as room layout, lighting, noise levels, temperature, humidity, work facilities, and aspects of occupational safety and health.

- H1 : Employee commitment directly affects employee performance
- H2 : The physical work environment directly influences employee performance.
- H3 : Employee commitment directly influences job satisfaction
- H4 : The work environment directly influences job satisfaction.
- H5 : Job satisfaction directly influences employee performance.
- H6 : Employee commitment influences employee performance with job satisfaction as an intervening variable.
- H7 : The physical work environment influences employee performance with job satisfaction as an intervening variable.

III. METHOD

The population in this study includes all employees at the National Unity and Politics Agency of South Sumatra Province as many as 76 people, all of whom were taken as samples. This study uses inferential statistics with path analysis with the Structural Equation Modeling (SEM) Partial Least Square (PLS) method including outer model testing consisting of convergent validity, discriminant validity and composite reliability. Then the inner model testing includes R Square (R2), Predictive Relevance (Q2), Estimate for path coefficient and Goodness of Fit.

IV. RESULTS AND DISCUSSION

4.1. Outer Model

4.1.1. Convergent Validity

Table 6. Results of Validity Test of Research Variables

Variables	Indicator	Outer Loading
Employee Commitment (X1)	X1.1	0.81
	X1.2	0.73
	X1.3	0.76
	X1.4	0.79
	X1.5	0.75
	X1.6	0.70
	X1.7	0.83
	X1.8	0.78
	X1.9	0.80
Physical Work Environment (X2)	X2.1	0.82
	X2.2	0.74
	X2.3	0.76
	X2.4	0.79
	X2.5	0.75
	X2.6	0.80
	X2.7	0.78
	X2.8	0.82
	X2.9	0.73
	X2.10	0.77
Job Satisfaction (Z)	Z1	0.72
	Z2	0.81
	Z3	0.85
	Z4	0.76
	Z5	0.78
	Z6	0.74

	Z7	0.79
	Z8	0.77
	Z9	0.83
	Z10	0.8
Employee Performance (Y)	Y1	0.84
	Y2	0.80
	Y3	0.83
	Y4	0.76
	Y5	0.78
	Y6	0.75
	Y7	0.72
	Y8	0.79
	Y9	0.81
	Y10	0.77
	Y11	0.71
	Y12	0.85
	Y13	0.78
	Y14	0.80

Based on table 5, it is known that the values of all indicators have outer loading values above 0.70, which means that the indicators are convergently valid and are able to represent the latent constructs being measured.

4.1.2. Discriminant Validity

Table 6. Results of the Discriminant Validity Test – Fornell Larcker Test

Construct	KK	KP	LKF	K
KK	0.78			
KP	0.62	0.77		
LKF	0.58	0.60	0.75	
K	0.66	0.65	0.63	0.79

Based on table 6, it can be seen that the AVE square root value (shown in the diagonal section of the table and printed in bold) for each construct, namely Job Satisfaction (0.78), Employee Commitment (0.77), Physical Work Environment (0.75), and Performance (0.79), are all greater than the correlation values between other constructs in the corresponding rows and columns. This shows that each construct in the model has a higher ability to explain its own indicators compared to indicators from other constructs. Thus, it can be explained that the model has met the discriminant validity criteria based on the Fornell-Larcker Criterion approach.

4.1.3. Composite Reliability

Table 7. Composite Reliability Test Results

No	Construct	Cronbach's Alpha	Composite Reliability
1	Job satisfaction	0.881	0.912
2	Employee Commitment	0.86	0.894
3	Physical Work Environment	0.872	0.903
4	Employee Performance	0.89	0.918

The output results of Table 7 show that all constructs have Cronbach's Alpha and Composite Reliability values >0.70, so it can be concluded that each construct has very good internal consistency and is reliable for use in testing the structural model (inner model).

4.2. Inner Model

4.2.1. Coefficient of Determination (R²)

Table 8. R-Square Test Results

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Job satisfaction	0.379	0.377
Employee Performance	0.704	0.697

Based on table 8, it shows that Job Satisfaction (KK) has an R² value of 0.379, and Employee Performance (K) has an R² value of 0.704. Both are in the good category range, so the structural model can be said to have decent predictive ability against the endogenous constructs analyzed.

4.2.2. Predictive Relevance (Q²)

Table 9. Predictive Relevance Test Results (Q²)

No	Endogenous Construct	SSO	SSE	Q ² (=1 - SSE/SSO)
1	Job Satisfaction (JHS)	1800	1295.611	0.28
2	Employee Commitment (KP)	3000	3000	0
3	Physical Work Environment (PWE)	3000	3000	0
4	Employee Performance (K)	2700	1713	0.365

Based on Table 9, the Job Satisfaction (KK) variable has a Q² value of 0.28, and Employee Performance (K) of 0.365, indicating that the model has adequate predictive relevance to both constructs. Meanwhile, the Employee Commitment (KP) and Physical Work Environment (LKF) variables have a Q² value of 0, which is reasonable because both are exogenous variables and are not predicted by other constructs. Thus, the results of the Q² test indicate that the structural model has good predictive ability for the main endogenous variables studied.

4.3. Path Coefficient

Table 10. Path Coefficient Test Results

Relationship Between Constructs	Original Sample (O)	T-Statistics	P-Value	Information
Employee Commitment → Performance	0.392	2.217	0.027	Significant
Physical Work Environment → Performance	0.365	2,981	0.003	Significant
Job Satisfaction → Performance	0.273	2.107	0.036	Significant
Employee Commitment → Job Satisfaction	0.584	4.31	0.000	Significant
Physical Work Environment → Job Satisfaction	0.412	2,745	0.006	Significant
Employee Commitment → Job Satisfaction → Performance	0.153	2,571	0.01	Significant
Physical Work Environment → Job Satisfaction → Performance	0.004	0.083	0.934	Not Significant

Employee commitment (CP) has a significant effect on employee performance with a t-statistics value = 4.31 and p-value = 0.000, which supports the hypothesis that the higher the employee commitment, the better the performance produced. Employee commitment can be seen as a factor that increases work motivation. Committed employees tend to have greater dedication, which in turn affects their productivity.

The physical work environment has a significant influence on employee performance, with the results of t-statistics = 2.981 and p-value = 0.003 indicating that the physical condition of the workplace affects how employees carry out their duties. A good work environment can encourage increased employee motivation and productivity. A comfortable and safe environment can improve the physical and mental comfort of employees, which ultimately contributes to improving their performance.

Employee commitment has a significant effect on job satisfaction, with a t-statistic value = 3.749 and a p-value = 0.000, indicating that employees who have a high commitment to the organization tend to feel more satisfied with their jobs. This shows that employee commitment plays an important role in increasing job

satisfaction, because employees who feel connected to their agency are more likely to feel appreciated and satisfied with their jobs.

The physical work environment is proven to have a significant influence on job satisfaction, with the results of t -statistics = 2.761 and p -value = 0.006, indicating that the physical condition of the workplace can increase employee satisfaction. This condition shows that a comfortable and supportive work environment can provide a sense of security and increase employee comfort, which in turn will increase their level of job satisfaction.

Job satisfaction is proven to have a significant positive effect on employee performance, as reflected in the results of the p -value = 0.000 and t -statistics = 5.321, indicating that the higher the employee's job satisfaction, the better the performance produced. Job satisfaction is an important factor in improving employee performance. Employees who are satisfied with their jobs tend to be more motivated to work well and make greater contributions to the agency.

Employee commitment has an indirect effect on employee performance through job satisfaction (KK), with a p -value = 0.010 and t -statistics = 2.571, indicating that this effect is statistically significant. Job satisfaction acts as a mediating variable in the relationship between employee commitment and employee performance, indicating that employee commitment can improve employee performance through feelings of satisfaction with their work.

The physical work environment plays an important role in increasing job satisfaction, which in turn affects employee performance. The test results show that although the physical work environment has a significant direct effect on employee performance, its indirect effect through job satisfaction does not show significant results, with p -value = 0.934 and t -statistics = 0.083. This indicates that the effect of the physical work environment on employee performance is better achieved through direct influence than through job satisfaction as a mediating variable.

V. CONCLUSION

The conclusion that can be drawn in this study is that employee commitment and physical work environment have a significant direct influence on employee performance at the National Unity and Politics Agency of South Sumatra Province. Testing of indirect effects shows that employee commitment has a significant effect on employee performance through job satisfaction. While the physical work environment does not affect employee performance through job satisfaction.

This study was only conducted in one agency (the National Unity and Politics Agency of South Sumatra Province), so the generalization of the results is limited. Further research can expand the sample by covering several different agencies or industrial sectors to test whether the direct influence between employee commitment and physical work environment on employee performance applies in general. This will provide a more comprehensive and valid picture of the relationship between variables in various organizational contexts.

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