The Influence of Work Environment and Organizational Culture on Employee Work Commitment with Employee Work Motivation as an Intervening Variable Tiara Hospital Bekasi

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Abstract: This research aims to describe the influence of the work environment and organizational culture on employee work commitment with motivation as an intervening variable at Tiara Bekasi Hospital. This research was conducted at Tiara Bekasi Hospital using a sample size of 226 respondents. The sampling technique is non-probability sampling or saturated sampling. The data analysis technique used is SEM-PLS, the calculations of which are assisted by the SmartPLS 3.0 program. Partial Least Square (PLS) model evaluation analysis was carried out by evaluating the outer model and evaluating the inner model. The results of data analysis show that the work environment and organizational culture have a positive and significant effect on commitment. Then motivation has a positive and significant effect on commitment. Meanwhile, the work environment has a positive and significant effect on motivation. Then motivation has a positive and significant effect on employee commitment. The results of data analysis also show that motivation can mediate positively and significantly between the influence of the work environment on commitment. Meanwhile, motivation can mediate positively and significantly between organizational culture and employee work commitment.

Keyword: Work Environment, Organizational Culture, Motivation, Employee Work Commitment.

INTRODUCTION

An organization is founded because it has goals to achieve. In achieving its goals, every organization is influenced by the behavior and attitudes of the people in that agency. Success in achieving these goals depends on the reliability and ability of each employee in operating the work units in the organization because organizational goals can only be achieved because of the efforts of the actors in each organization.

Human resource management is a means of improving human quality, by improving human resources, and also increasing the performance and output of the organization, so that it can create employees who have discipline and high performance a large role is also needed from the leadership of the organization. Improving employee performance requires analysis of the factors that influence it by paying attention to the needs of employees, including a

good and coordinated organizational culture.

For employees to carry out their tasks smoothly, it is necessary to prepare a good and conducive work environment, such as adequate office layout, facilities and work facilities that can support their work. Apart from a good organizational culture, the work environment is a factor that indirectly influences employee performance. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment has a direct influence on employees in completing their responsibilities to the organization. If an employee likes the work environment where he works, then the employee will feel at home in his workplace to carry out activities and complete his tasks (Nabawi, 2019). According to (Mardiana, 2011) the work environment is the environment where employees carry out their daily work.

Organizational culture is a supporting factor in creating performance. Organizational culture is the values and norms that apply to the organization and are accepted by all members of the organization. A good assessment of organizational culture can encourage employees to work better and ultimately improve the performance of individuals within the organization. Employees who already understand the overall values of the organization will make these values into the personality of the organization. These values and beliefs will be translated into their daily behavior at work so that it will become individual performance. The role of culture in influencing employees seems increasingly important in today's workplace, the shared meaning provided by a strong culture ensures that all employees are directed in the same direction, and culture increases organizational commitment and consistency of employee behavior. Robbins (2010:726).

Based on the results of a pre-survey of 35 (thirty-five) employees at Tiara Bekasi Hospital, it was found that the dominant factors influencing work motivation were the Work Environment, with a result of 37.1%, then Work Culture at 22.8%. These results become a reference for researchers to test and research the influence of the work environment and organizational culture on organizational commitment. To strengthen the influence of the variables of Work Environment and organizational Culture on Work Commitment, the researchers again conducted a pre-survey regarding statements related to these variables. The results of the pre-survey on environmental variables showed quite high percentages, namely 57.1%, 54.2% and 80%. States that the work environment has potential phenomena that exist and are felt by respondents. Next, statements related to Organizational Culture obtained quite high percentages, namely 68.5%, 74.2% and 60%. It can be said that the organizational culture in the company shows that the organizational culture is not optimal as perceived by the respondents. Next, statements related to Work Commitment obtained quite high percentages, namely 51.4%, 57.1%, 62.8% and 80%. The pre-survey results stated that employees' work commitment was considered less than optimal in carrying out their work and towards the company

Based on the descriptions above and previous research that has been conducted on the work environment, organizational culture, work motivation and employee work commitment, it appears that work motivation can be seen from the work environment, organizational culture and work commitment are one thing that is in line. In this case, work motivation needs to be increased by paying attention to the work environment and organizational culture so that it can increase employee work commitment. Thus, the researcher wants to get a more in-depth picture and discuss in detail the work environment, organizational culture and its influence on employee work commitment which is outlined in the thesis with the title: "The Influence of Work Environment and Organizational Culture on Employee Work Commitment with Work Motivation as an Intervening Variable in Tiara Bekasi Hospital".
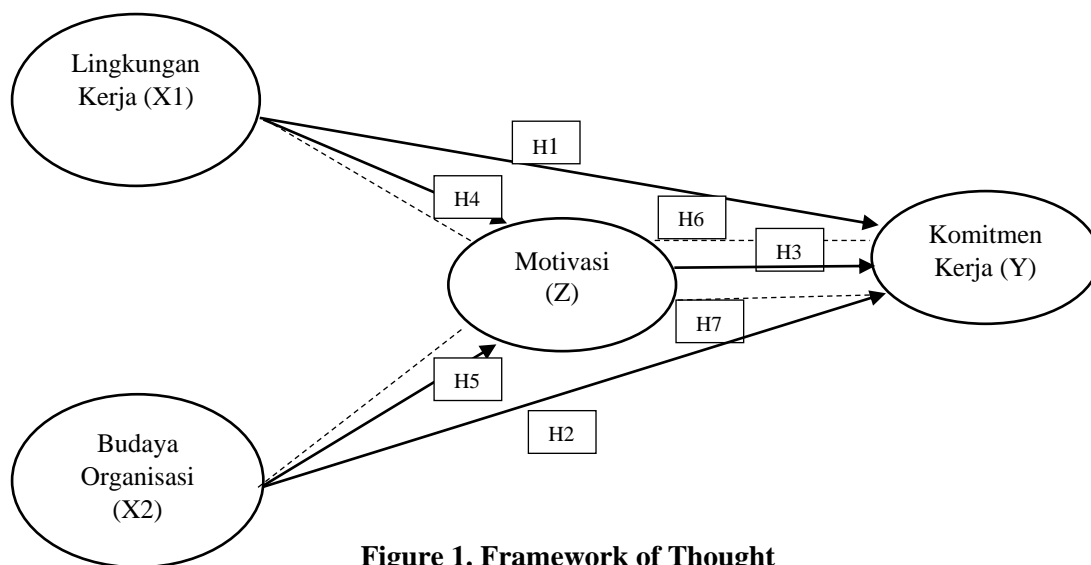
Figure 1. Framework of Thought

Based on the picture above, the following hypothesis can be developed:

H1: Work Environment has a positive and significant effect on Work Commitment

H2: Organizational culture has a positive and significant effect on work commitment

H3: Work Motivation has a positive and significant effect on Work Commitment

H4: Work environment has a positive and significant effect on work motivation

H5: Organizational culture has a positive and significant effect on work motivation

H6: The work environment has a positive and significant effect on work commitment through work motivation

H7: Organizational culture has a positive and significant effect on work commitment through work motivation

METHOD

Provide a clear and concise version of your method for conducting the research, population and sample, and how the data was analyzed.

The research method used is quantitative. According to Sugiyono (2019, p. 23), the "quantitative approach can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples. Sampling techniques are generally carried out randomly, and data collection and data use research instruments and analysis The data is quantitative/statistical with the aim of testing predetermined hypotheses.

In this research there are independent variables, namely the work environment, symbolized by X1 and organizational culture, symbolized by X2, then the intervening (mediation) variable, namely work motivation, symbolized by Z, and the dependent variable, namely work commitment, symbolized by Y.

For variable measurement, researchers used a Likert Scale. The Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena (Sugiyono, 2019:167)

The population in this study was 226 employees of Tiara Hospital Bekasi. Sampling in this research used a saturated sampling technique, according to Sugiyono (2021:133) "saturated sampling is a sample that, if the number is increased, will not increase representation so it will not affect the value of the information that has been obtained." In this study, the research samples were all employees who worked at Tiara Bekasi Hospital

Data analysis uses Structural Equation Modeling (SEM) with instrument testing using the Partial Least Square (PLS) method. Data analysis was carried out after all questionnaires were collected and then tabulated and entered into the Smart PLS software.

RESULTS AND DISCUSSION

Based on the results of the data obtained through the questionnaire, the characteristics of the respondents can be described based on: gender, age, position, length of work and highest level of education.

Table 1. Data on Respondent Characteristics Based on Gender

No	Respondent Characteristics Data	Number of people)	Percentage
1	Gender		
	Man	39	17,3%
	Woman	187	82,7%
2	Age		
	18 - 25 Years	75	33,2%
	26 - 35 Years	109	48,2%
	36 - 45 Years	32	14,2%
	> 45 Years	10	4,4%
3	Education		
	SMA/SMK	74	32,7%
	D3/D4	107	47,3%
	S1	45	19,9%
	S2	0	0%
4	Length of working		
	< 1 Year	60	26,5%
	15 years	113	50%
	6 – 10 Years	37	16,4%
	> 10 Years	16	7,1%

Source: Research data

Evaluation of the Measurement Model (Outer Model)

The outer model measurement model aims to specify the relationship between latent variables and their indicators (Ghozali, 2016). Evaluation of the measurement model or outer model is carried out by testing validity and reliability. The validity test uses convergent validity (outer loading measurement), Average Variance Extracted (AVE), and Discriminant Validity measurements (cross-loadings, Fornell-Larcker Criterion, and Heterotrait-Monotrait Ratio (HTMT) Outer model is assessed by looking at convergent validity. Convergent validity was assessed based on the correlation between the item score and the calculated construct score.

This outer model is carried out by testing validity and reliability.

Validity testing is carried out in two stages: (1) Convergent Validity is analyzed by evaluating item reliability (validity indicators), which is reflected in the loading factor value. Loading factor is a value that reflects the extent of the correlation between the score of a question item and the score of the construct indicator that measures that construct. (2) Discriminant Validity is carried out to assess the extent to which a construct in the structural model is empirically different from other constructs (Hair et al., 2021: 78). Cross-loading measurement is the first approach to measure the discriminant validity of each indicator. An indicator is considered to have a high level of validity if it has a loading factor value > 0.7. (Ghozali & Latan, 2015). The following are the results of the convergent validity test:

The following are the results of the convergent validity test:

Table 2. Confirmatory Factor Analysis (CFA)

	Organizational Culture	Comitmen	Work Environment	Motivation	Information
X1_14			0,796		VALID
X1_15			0,827		VALID
X1_16			0,816		VALID
X1_17			0,800		VALID
X1_6			0,787		VALID
X1_7			0,776		VALID
X1_8			0,739		VALID
X2_1	0,806				VALID
X2_2	0,866				VALID
X2_3	0,864				VALID
X2_4	0,832				VALID
X2_5	0,831				VALID
X2_6	0,765				VALID
Y1		0,821			VALID
Y2		0,764			VALID
Y3		0,862			VALID
Y4		0,853			VALID
Y5		0,833			VALID
Y6		0,848			VALID
Y7		0,723			VALID
Z1				0,789	VALID
Z2				0,822	VALID
Z3				0,756	VALID
Z4				0,745	VALID
Z5				0,791	VALID
Z6				0,846	VALID
Z7				0,866	VALID

Source: Research data

Based on Table 2 above, it appears that the overall loading factor shows that the model meets the convergent validity requirements because the loading factor value is more than 0.7.

Next, the second stage of convergent validity testing will be carried out with Average Variance Extracted (AVE), the model has good convergent validity which can be seen from

the AVE value. The AVE criteria for a variable to be valid must be above 0.50 (Haryono, 2017:375).

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)	Validitas
Organizational culture	0,686	VALID
Commitment	0,666	VALID
Work environment	0,627	VALID
Motivation	0,645	VALID

Source: Research data

Based on Table 3, it can be seen that all AVE values are > 0.5, this shows that all latent variables in the estimated model meet the criteria for convergent validity (valid).

Discriminant validity can be carried out using the Heterotrait Monotrait Ratio of Correlations (HTMT). This measurement model can be declared valid. If the HTMT value exceeds 0.90, this indicates there is no discriminant validity (Hair et al., 2021:79). Heterotrait-Monotrait Ratio (HTMT) measurement results

Tabel 4. Hasil HTMT

	Organizational culture	Commitment	Work environment	Motivation
Organizational culture	0,775			
Commitment	0,807	0,759		
Work environment	0,858	0,770	0,791	

Source: Research data

Based on Table 4, the HTMT value for the variable pair is less than 0.90. This shows that the variable has good discriminant validity. Reliability testing is a method for assessing a questionnaire that reflects indicators of the variable or construct being studied (Imam Ghozali, 2018). The rule of thumb that is applied is that Composite Reliability should exceed 0.7, and Cronbach's alpha value should exceed 0.6

Table 5. Composite Reliability dan Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability	Ket
Organizational culture	0,908	0,929	Reliabel
Commitment	0,899	0,918	Reliabel
Work environment_	0,926	0,935	Reliabel
Motivation_	0,908	0,927	Reliabel

Source: Research data

Based on Table 5, it is known that the Composite Reliability and Cronbach's Alpha values of all latent variables are above 0.70. This shows that the consistency and stability of the instruments used is high. In other words, all the constructs or variables in this research have become suitable measuring tools, and all the questions used to measure each construct have good reliability.

Structural Model Testing (Inner Model)

In the evaluation stage, the structural model aims to be able to predict the relationship between latent constructs. The results of testing the structural model can be used to see whether the empirical data in the research supports the relationship from the development of the hypothesis created. Testing of the inner model or structural model is carried out to see the value of the Determinant Coefficient R Square (R²), Effect size (f2), Q2, GoF, and test the influence between variables (Hypothesis Test).

The coefficient of determination / R Square (R²) test is carried out to determine how much influence endogenous variables can simultaneously explain exogenous variables. The higher the R2 value, the better the prediction model of the proposed research model. R square is carried out to determine the magnitude of the influence exerted by the independent variable on the dependent variable. R Square values of 0.75, 0.50, and 0.25 can be concluded that the model is strong, moderate and weak, the results of PLS R-Square represent the number of variants of the construct explained by the model (Ghozali, 2015).

Table 6. R Square Value Results

	R Square	R Square Adjusted	Information
Commitment	0,566	0,562	Moderate
Motivation	0,666	0,663	Moderate

Source: Research data

Based on the R Square test results in table 6, it is known that:
1. The R2 value of the commitment variable (Y) is 0.562. These results explain that 56.2% of commitment is influenced by the work environment and organizational culture, while the remaining 43.8% is influenced by other factors not observed in this research.
2. The R2 value of work motivation (Z) is 0.663. These results explain that 66.3% of work motivation is influenced by the work environment and organizational culture, while 33.7% is influenced by other factors that were not observed in this research.

The f2 test is used to find out whether the endogenous latent variable is strongly influenced by the exogenous latent variable. If the value of f2 ≥ 0.02 shows a low effect size, if the value of f2 ≥ 0.15 shows a medium effect size, if the value of f2 ≥ 0.35 shows a large effect size. (Ghozali and Latan, 2015:81).

Table 7. F Square Value Results

	Organizational culture	Comitment	Work environment	Motivation
Organizational culture		0,195		0,414
Commitment				
Work environment_		0,156		0,147
Motivation_				

Source: Research data

Based on Table 7, it is known that: (1) the f2 value for the Work Environment variable on Commitment is 0.156, so the influence is classified as moderate, (2) the f2 value for the Work Environment on Motivation is 0.147, so the influence is classified as low, (3) the f2 value for The organizational culture variable on commitment is 0.195, so the influence is classified as moderate, (4) the f2 value for the organizational culture variable on motivation is 0.414, so the influence is classified as high.

Q-Square measures how well the observed values are generated by the model and also its parameter estimates. A Q-Square value >0 indicates the model has predictive relevance, conversely if a Q-Square value <0 indicates the model lacks predictive relevance (Chin, 1998) (Ghozali, 2015). The Q-Square<Q2<1, where the closer it is to 1, the better the model. The quantity Q2 is equivalent to the total coefficient of determination in path analysis. Based on Table 4.15, it can be seen that the Q Square of motivation is in a large category and the Q Square of commitment is in the moderate category, meaning that the model has predictive relevance.

Table 8. Q Square Value Results

	SSO	SSE	Q² (=1-SSE/SSO)
Organizational culture	1362,000	1362,000	
Commitment	1589,000	972,385	0,388
Work environment	1589,000	1589,000	
Motivation	1589,000	921,942	0,420

Source: Research data

The results of the Q2 calculation show that the predictive relevance value for the structural model in this research means that the model can explain phenomena related to the variables studied. Therefore, the model can be said to be good or the model has predictive value that can be used and is good for hypothesis testing.

The goodness of Fit (GoF) The GoF index value is obtained from the average communalities index multiplied by the R2 model value. This GoF value stretches between 1-0 with the interpretation of this value being 0.10 (Small GoF), 0.25 (Moderate GoF) and 0.36 (Large GoF) (Ghozali and Latan, 2015: 83). The goodness of fit of the model is also seen from the SRMR value of the model. The model is declared a perfect fit if the model SRMR. The goodness of fit of the model is also seen from the SRMR value of the model. The model is declared a perfect fit if the SRMR model is <0.08 and the model is declared fit if the SRMR value of the model is between 0.08 – 0.01.

Table 9. SRMR Value Results

	Saturated Model	Estimated Model
SRMR	0,079	0,082
NFI	0,766	0,764

Source: Research data

The SRMR (Standardized Root Mean Squared Residual) value is 0.079, so the result is less than 0.08, indicating good model fit, and the NFI value is 0.766, indicating good model fit because it is > 0.5.

Hypothesis testing is used to test whether there is an influence of exogenous variables on endogenous variables. The test criteria state that if the T-statistics value is ≥ T-table (1.96) or the P-value is <significant alpha 5% or 0.05, then it is stated that there is a significant influence of exogenous variables on endogenous variables (Haryono, 2017).

Table 10. Direct Effect Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information

ORGANIZATIONAL CULTURE -> COMMITMENT	0,255	0,267	0,087	2,926	**0,004**	Berpengaruh Signifikan
ORGANIZATIONAL CULTURE -> MOTIVATION_	0,545	0,549	0,062	8,853	**0,000**	Berpengaruh Signifikan
WORK ENVIRONMENT_ -> COMMITMENT	0,280	0,273	0,088	3,185	**0,002**	Berpengaruh Signifikan
	0,329	0,326	0,067	4,914	**0,000**	Berpengaruh Signifikan
WORK ENVIRONMENT_ -> MOTIVATION_	0,314	0,309	0,097	3,238	**0,001**	Berpengaruh Signifikan

Source: Research data

The test results are based on Table 10, it is known that the work environment variable has a positive and significant effect on commitment because it has an original sample value of 0.280, meaning that the direction of the relationship between work environment and commitment is positive, while the T-Statistic value > 1.96 is 3.185, and P- A value of 0.002 <0.05 means that the work environment has a significant effect on commitment. Thus, hypothesis H1 in this study which states that "the work environment has a positive and significant effect on commitment" H1 is accepted.

The test results are based on Table 10, it is known that the work environment variable has a positive and significant effect on commitment because it has an original sample value of 0.255, meaning that the direction of the relationship between work environment and commitment is positive, while the T-Statistic value > 1.96 is 2.926, and P- A value of 0.004 <0.05 means that organizational culture has a significant effect on commitment. Thus, hypothesis H2 in this study which states that "organizational culture has a positive and significant effect on commitment" H2 is accepted.

The test results are based on Table 9, it is known that the motivation variable has a positive and significant effect on commitment because it has an original sample value of 0.314, meaning that the direction of the relationship between motivation and commitment is positive, while the T-Statistic value > 1.96 is 3.238, and the P-Value is 3.238. 0.001 < 0.05 means that motivation has a significant effect on commitment. Thus, hypothesis H3 in this study which states that "motivation has a positive and significant effect on commitment" H3 is accepted.

The test results are based on Table 10, it is known that the work environment variable has a positive and significant effect on motivation because it has an original sample value of 0.329, meaning that the direction of the relationship between work environment and motivation is positive, while the T-Statistic value > 1.96 is 4.914, and P- A value of 0.000 < 0.05 means that the work environment has a significant effect on motivation. Thus, hypothesis H4 in this study which states that "the work environment has a positive and significant effect on motivation" H4 is accepted.

The test results are based on Table 10, it is known that the organizational culture variable has a positive and significant effect on motivation because it has an original sample value of 0.545, meaning that the direction of the relationship between organizational culture

and motivation is positive, while the T-Statistic value > 1.96 is 8.853, and P- A value of 0.000 <0.05 means that organizational culture has a significant effect on motivation. Thus, hypothesis H5 in this study which states that "organizational culture has a positive and significant effect on motivation" H5 is accepted.

Table 11. Direct Effect Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Organizational culture -> motivation_ -> commitment	0,171	0,169	0,055	3,086	**0,002**	Significant Influence
Work environment_ -> motivation_ -> commitment	0,103	0,101	0,039	2,666	**0,008**	Significant Influence

Source: Research data

The test results based on Table 11 show that the work environment variable on commitment through work motivation has an original sample value of 0.171, meaning that the direction of the relationship between the work environment and commitment through work motivation is positive. Meanwhile, the t statistics value is 3.086 (> 1.96) and the P value is 0.002 < 0.05, meaning that the work environment influences commitment through work motivation. Thus, hypothesis H6 in this study which states that "work environment on commitment through work motivation" H6 is accepted.

The test results based on Table 11 show that the organizational culture variable on commitment through work motivation has an original sample value of 0.103, meaning that the direction of the relationship between organizational commitment and job satisfaction through work motivation is positive. Meanwhile, the t statistics value is 2.666 (> 1.96) and the P value is 0.008 < 0.05, meaning that organizational culture has a significant effect on commitment through work motivation. Thus, hypothesis H7 in this study which states that "organizational culture has a positive and significant effect on work commitment through work motivation" H7 is accepted.

CONCLUSION

Based on the results of the research and discussions that have been carried out, it can be concluded as follows:

1. The work environment variable has a positive influence on employee work commitment and the path coefficient is significant, so hypothesis 1 can be accepted. Thus, it can be concluded that this shows that the better the work environment created, the greater the employee's work commitment, and vice versa, the more uncomfortable the work environment is, the lower the employee's work commitment.
2. The organizational culture variable has a positive influence on employee work commitment and a significant path coefficient, so hypothesis 2 can be accepted. Thus, it can be concluded that this shows that the better the organizational culture that is created, the greater the employee's work commitment, and vice versa, the lower the organizational culture, the lower the employee's work commitment.
3. The motivation variable has a positive influence on employee work commitment and a

significant path coefficient, so hypothesis 3 can be accepted. Thus, it can be concluded that the higher the employee's work motivation, the greater the employee's work commitment, and vice versa, the lower the employee's motivation, the lower the employee's work commitment.

4. Work environment variables have a positive influence on motivation and a significant path coefficient, so hypothesis 4 can be accepted. Thus, it can be concluded that the better the work environment, paying attention to the temperature of the workspace, completing work infrastructure, meeting the need for work equipment and comfort facilities for a good work environment, as well as positive support from superiors and work colleagues, the greater the impact will be. employee work motivation is also high. If the work environment is uncomfortable and not conducive, it will cause a decrease in employee work commitment

5. The organizational culture variable has a positive influence on motivation and a significant path coefficient, so hypothesis 5 can be accepted. Thus, it can be concluded that the healthier and better the organizational culture by providing appreciation and appreciation for employees, respecting employee work results and treating employees fairly, the impact will be on increasing employee work motivation. If the organizational culture is unhealthy and less humane, it will cause a decrease in employee work motivation

6. In the motivation variable which can mediate between the influence of the work environment on employee work commitment, so that it has a positive effect and a significant path coefficient, it can be stated that hypothesis 6 is acceptable. This can be interpreted as meaning that the better the implementation of the work environment, can foster employee work motivation to carry out their main duties and functions well, and if the main duties and functions have been achieved it can increase employee work commitment.

7. In the motivation variable which can mediate between the influence of organizational culture on employee work commitment, so that it has a positive effect and a significant path coefficient, it can be stated that hypothesis 7 is acceptable. This can be interpreted that better implementation of a good organizational culture can foster employee work motivation in carrying out their work so that it can increase employee work commitment.

Suggestions that can be given from the results of this research are:
1. In the work environment variable, the indicator that has the lowest value is X1.6 "The company provides work equipment according to needs". In this case, it is recommended that companies should pay attention to the needs in preparing the work equipment needed by employees. Good work equipment that functions optimally will greatly support employee productivity in completing their work so that work targets can be achieved. If this is not facilitated well, employees will experience obstacles in completing their work and ultimately motivation and enthusiasm for work will decrease, because employees feel that the company does not care about the work equipment they need.

2. Regarding organizational culture, the Company pays attention to every employee's needs in supporting their work, such as moral support from the leadership and commitment and integrity from its employees. It is recommended that companies improve further so that employee work commitment can be even better. So that a healthy and consistent culture can be created so that the organization can achieve the organization's vision, mission and goals. However, it needs to be improved regarding healthy competition that builds each other for the company's progress. Healthy and positive competition can improve employee work performance, competing with each other in carrying out their work well

and supporting each other in carrying out their work in providing good and excellent service.

3. Regarding motivation, in indicator Y3, namely "Companies provide incentives other than salary", employees hope that companies can provide more incentives or benefits other than the salary they receive. This statement should be of greater concern to the company so that it can budget the profits the company obtains. Because it is one of the chains of basic human needs, namely the fulfillment of basic needs such as clothing, food and shelter. Providing incentives to employees can be a source of enthusiasm and good work motivation so that it can increase employee commitment while working at the company. If this is not paid attention to, it can cause a decrease in employee work motivation, which will affect employee work commitment.

Related to commitment, some respondents felt that the treatment received by employees was different, so they expected fair treatment and no differences between one employee and another. Researchers suggest that companies can be wiser in treating their employees so that a comfortable working atmosphere can be created and ultimately employee work commitment can be realized.

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Motivation Moderating the Influence of Organizational Culture and Leadership on Employment Performance

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