



## THE EFFECT OF WORK ENVIRONMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT THE DEPARTMENT OF POPULATION CONTROL AND FAMILY PLANNING SAROLANGUN REGENCY

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**Abstract:** The purpose of this research is to analyze the effect of work environment and job satisfaction on employee performance at the Department of Control and Family Planning, Sarolangun Regency, either directly or indirectly through organizational commitment. The population in this study were employees of the Department of Control and Family Planning, amounting to 94 people. The sampling technique in this study used a saturated sample. This study uses a quantitative approach with survey methods, and uses Partial Least Square (PLS) as a data analysis technique. From the hypothesis testing conducted, it can be concluded that the work environment and job satisfaction affect the performance of the employees of the Sarolangun Regency Family Planning and Control Agency, either directly or indirectly through organizational commitment. These results indicate that if the Sarolangun Regency Family Planning and Control Agency can provide a conducive work environment for its employees, and is also supported by a high level of employee job satisfaction, then this will also be followed by the increasing commitment of employees to be able to work optimally in the organization.

**Keywords:** Work Environment, Job Satisfaction, Organizational Commitment, and Performance.

### INTRODUCTION

The existence of each organization will be maintained if the organization is able to optimize all its resources as optimally as possible, including the Department of Population Control and Family Planning of Sarolangun Regency must also be able to empower and optimize the utilization of its human resources. As a public organization, the Department of Population Control and Family Planning of Sarolangun Regency has an important role in supporting and

implementing government administration in the field of Family Planning Programs, Family Resilience and Welfare Programs, Population Control Programs and Extension and Mobilization Programs which are an important basis in achieving community quality. Where the main task is to help the Regent carry out the preparation, implementation of government affairs policies that are the authority of the Region in the field of Population Control and Family Planning and assistance tasks.

To carry out the tasks as referred to above, the Office of Population Control and Family Planning of Sarolangun Regency carries out the following functions: 1) Formulation of technical policies in the field of Population Control and Family Planning; 2) Providing support for the administration of regional government in the field of Population Control and Family Planning; 3) Guidance on the implementation of tasks and control of population and family planning; and 4) Implementation of other tasks assigned by the Regent in accordance with their duties and functions.

The Office of Population Control and Family Planning in Sarolangun Regency itself is very aware that various improvements and improvements are needed to various work systems, facilities and infrastructure as well as training programs for trained workers, so that performance is able to provide optimal work results. Conceptually there are many factors that can affect a person's performance. Where these factors according to (Anwar Prabu, 2017) can be sourced from the employees themselves or from the environment (organization).

Among several environmental (organizational) factors that also have a major influence on employee performance, namely the work environment. This is expressed by (Riyanto et al., 2017) who argues that a conducive work environment in an organization provides a big role for employees to be able to improve their performance. Conversely, a work environment that is less conducive or uncomfortable at work will have a negative impact on the work results of employees in an effort to provide maximum work results. Not only able to provide good work results, a good work environment is also able to increase employee organizational commitment to the organization. This was stated by (Abidin et al., 2016), (Shalahuddin, 2016), and (Iswahyudi, 2017) in their research which revealed that the work environment will be able to influence employee organizational commitment.

In addition to the work environment which is an environmental factor that can have an influence on employee performance, other factors that are more dominant factors in influencing employee performance are factors that come from within the employee himself. This was stated by According to Yeo and Neal stating that factors originating from within the employees themselves are the more dominant factors in influencing employee performance (Masydzulhak et al., 2016).

Among several factors originating from the employee's self are related to employee satisfaction at work. This is stated by Colquit, LePine and Wesson in (Masydzulhak et al., 2016) which states that job satisfaction has a moderate positive effect on performance. People who have higher levels of job satisfaction tend to have higher levels of performance, higher levels of citizenship behavior and lower levels of counter-productive behavior.

In addition to job satisfaction, there are other factors that come from within employees that also affect employee performance, namely organizational commitment. This is stated by (Suwondo & Sutanto, 2015) which states that performance is significantly and positively

influenced by organizational commitment. This means that if employees have a high commitment to the organization where they are sheltered, then the employee will always be able to provide optimal work results. George and Jones in (Prayetno & Ali, 2017) say that employees who are committed to the organization are happy to be members of the organization, believe in the organization and have good feelings about the organization, and are willing to defend the organization, and want to do something good for the organization.

Based on what has been described in the background of the research above, here the author is interested in raising this paper into a study with the title "The Effect of Work Environment and Job Satisfaction on Employee Performance With Organizational Commitment as an Intervening Variable at the Office of Population Control and Family Planning, Sarolangun Regency".

In accordance with the problems posed in the study, the objectives of this research are:

- 1) Analyzing the influence of the work environment on the organizational commitment of the employees of the Office of Population Control and Family Planning in Sarolangun Regency.
- 2) Analyzing the effect of job satisfaction on organizational commitment of employees of the Department of Population Control and Family Planning Sarolangun Regency.
- 3) Analyzing the influence of the work environment on the performance of the Sarolangun Regency Population Control and Family Planning Office employees.
- 4) Analyzing the effect of job satisfaction on the performance of the employees of the Department of Population Control and Family Planning in Sarolangun Regency.
- 5) Analyzing the effect of organizational commitment on the performance of the Sarolangun Regency Population Control and Family Planning Office employees.
- 6) Analyzing the influence of the work environment through organizational commitment to the performance of the employees of the Sarolangun Regency Population Control and Family Planning Service.
- 7) Analyzing the effect of job satisfaction through organizational commitment on the performance of the employees of the Sarolangun Regency Population Control and Family Planning Service.

## LITERATURE REVIEW

### Theoretical Review Performance

The term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone), namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Anwar Prabu, 2017). This understanding provides an understanding that performance is an act or behavior of a person in carrying out his duties, which can be observed and assessed by others.

According to Bernardin and Russell in (rivai dan sagala, 2011) performance is a record of the results obtained from certain job functions or activities over a certain period of time. In addition, Armstrong (rivai dan sagala, 2011) suggests that performance is defined as the result of work. Then (rivai dan sagala, 2011) suggests that historically, performance is defined as a series

of task statements derived from job descriptions, then assessed to determine the extent to which they carry out the task.

Meanwhile, according to (rivai dan sagala, 2011) explains that the factors that can be used to measure a person's performance include: 1) Technical ability, namely the ability to use knowledge, methods, techniques, and equipment used to carry out tasks as well as the experience and training obtained; 2) Conceptual ability, namely the ability to understand the complexity of the organization and the adjustment of the field of motion of each unit into the operational field of the organization as a whole, which in essence the individual understands his duties, functions and responsibilities as an employee; and 3) Interpersonal relationship skills, which include the ability to cooperate with others, motivate employees, conduct negotiations, and others.

### **Work Environment**

The work environment or working conditions in an organization is one factor that is quite important in efforts to improve performance so that employee job satisfaction is created. The work environment or working conditions are the conditions in which the employee works. So it is only natural that the company's management prepares the right working conditions for employees so that the employees of an organization can work well.

According to (rivai dan sagala, 2011) the work environment is the atmosphere or conditions around the location of the workplace, which can be in the form of rooms, layouts, facilities and infrastructure as well as working relationships with fellow co-workers. According to (Sedarmayanti, 2017) defines the work environment as the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups.

According to (Nitisemito & Alex, 2001) defines the work environment is everything that is around the workers that can affect him in carrying out the tasks assigned. According to (rivai dan sagala, 2011) the work environment is everything that is around the worker that can affect him in doing the tasks assigned. Organizations must be able to pay attention to the conditions that exist in the organizational environment, both inside and outside the workplace, so that employees can work smoothly, safely and comfortably.

According to (Sedarmayanti, 2017) there are several factors that can influence the formation of a working environment condition associated with the ability of employees, including: 1) Lighting/Light in the workplace; 2) Temperature at work; 3) Humidity in the workplace; 4) Air Circulation in the workplace; 5) Noise in the workplace; 6) Odors in the workplace; 7) Coloring in the workplace; 8) Decoration in the workplace; 9) Music at work; and 10) Safety in the workplace.

### **Job satisfaction**

Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work, and a combination of inside and outside work (Hasibuan, 2016). According to (Robbins & Judge, 2013) job satisfaction is a general attitude towards a person's work, the difference between the amount of rewards an employee receives and the amount they believe they should receive.

Job satisfaction can also be referred to as Employee Morale Contentment, or Happiness (rivai dan sagala, 2011). According to (rivai dan sagala, 2011) job satisfaction is the extent to which individuals feel positively/negatively various factors/dimensions of the tasks in their work.

According to (Anwar Prabu, 2017), job satisfaction is a feeling that supports / does not support employees who are related to their work and their conditions. Then according to (Mathis & Jackson, 2012) said that job satisfaction is a positive emotional state of evaluating one's work experience.

Job satisfaction is a match between what is expected and reality. According to (rivai dan sagala, 2011) a person's job satisfaction can be measured through: 1) Salary; 2) The work itself; 3) Colleagues; 4) Bosses; 5) Promotion; and 6) Work environment. Meanwhile, according to (Robbins & Judge, 2013) job satisfaction can be measured through several dimensions, namely: 1) Mentally challenging work; 2) Appropriate rewards; 3) Supportive working conditions; 4) Supportive co-workers; and 5) Conformity between personality and work.

### **Organizational Commitment**

Organizational commitment can grow because individuals have emotional ties to the organization which include moral support and accept the values that exist within the organization as well as an inner determination to serve the organization. (Luthans, 2006) states that organizational commitment is an attitude that reflects employee loyalty to the organization and the ongoing process in which organizational members express their concern for the organization and its success and continuous progress.

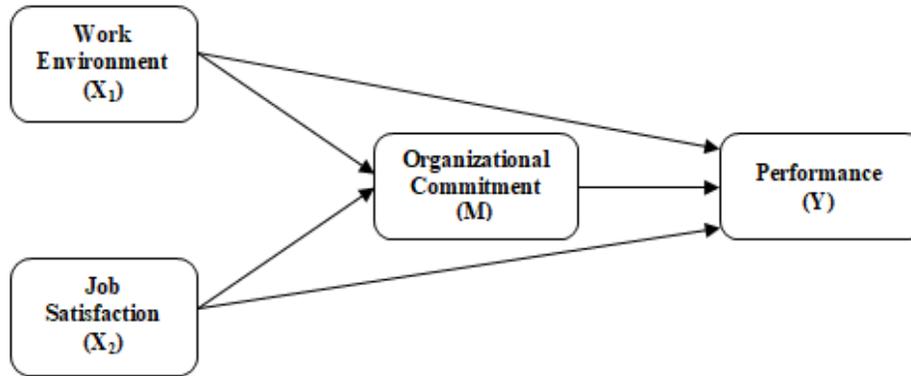
According to Moorhead and Griffin in (rivai dan sagala, 2011) said that organizational commitment (organizational commitment) is an attitude that reflects the extent to which an individual knows and is bound to his organization. Meanwhile, according to (Robbins & Judge, 2013) suggests that organizational commitment is a condition where an employee sided with a particular organization and its goals and desires to maintain membership in the organization.

The commitment of an employee himself is actually a complex thing and of course influenced not only by one factor but influenced by many factors, that's why it is called complex. Several factors that influence employee commitment, such as rewards and the desire to be appreciated, the opportunity to develop and learn, are even influenced by the tolerance of the organization or company when employees make mistakes (Mahapatro, 2010).

Allen and Meyer in (Darmawan, 2013) define organizational commitment as a concept that has three dimensions, namely affective, normative and continuance commitment. Affective commitment is the degree to which an employee is emotionally attached to, recognized and involved in the organization. Continuance commitment is an assessment of the costs associated with leaving the organization. Normative commitment refers to the degree to which a person is psychologically bound to become an employee of an organization based on feelings such as loyalty, affection, warmth, ownership, pride, pleasure, happiness and others.

### **Framework of thinking**

Based on the research objectives, literature review and previous research, the analytical framework in this study is presented in the form of Figure 1 below.



**Figure 1: Concetual Framework**

### Research Hypothesis

Based on the theoretical analysis and several assumptions that have been stated previously, the following hypotheses are formulated with respect to the problem under study:

1. The work environment has a positive and significant effect on organizational commitment.
2. Job satisfaction has a positive and significant effect on organizational commitment.
3. The work environment has a positive and significant effect on performance.
4. Job satisfaction has a positive and significant effect on performance.
5. Organizational commitment has a positive and significant effect on performance.
6. The work environment has a positive and significant effect on performance through organizational commitment.
7. Job satisfaction has a positive and significant effect on performance through organizational commitment.

### RESEARCH METHODS

This research was conducted at the Department of Population Control and Family Planning Sarolangun Regency with a total of 32 employees. Coupled with the number of employees of the Department of Population Control and Family Planning Merangin and Bungo Regencies. Merangin Regency has 28 employees, and Bungo Regency has 34 employees, so the total sample in this study is 94 employees.

The method used in this study is descriptive and verification where descriptive research is research that aims to obtain an overview or description of the research variables (Ferdinand, 2016), in this study about job satisfaction, organizational commitment and employee performance. While verification research is to determine the relationship between variables through a hypothesis testing based on data collected in the field.

This research was conducted using the Partial Least Square (PLS) approach. PLS is a component or variant-based Structural Equation Modeling (SEM) equation model. According to (Ghozali & Latan, 2015), PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based approach. Covariance-based SEM generally tests causality/theory, while PLS is more of a predictive model. PLS is a powerful analytical method (Ghozali & Latan, 2015), because it is not based on many assumptions. For example, the data should be normally distributed, the sample should not be large. Besides being used to confirm theory, PLS can also be used to explain whether there is a relationship between latent variables. PLS can simultaneously analyze constructs formed with reflective and formative indicators.

## FINDINGS AND DISCUSSION

### Descriptive Analysis

Based on the results of the analysis, it was found that:

- 1) From the results of the descriptive analysis of performance variables, the mean score was 341.44, including in the range 319.6 - 394.7 which was in the "Good" criteria. Which explains that the performance of employees at the Population Control and Family Planning Service has been going well.
- 2) From the results of the descriptive analysis of the work environment variables, the mean is 341.98, including in the range 319.6 - 394.7 which is in the "Good" criteria. Which explains that the current work environment is sufficient to provide comfort for employees in carrying out their activities at work.
- 3) From the results of the descriptive analysis of job satisfaction variables, the mean of 342.2 was obtained, including in the range 319.6 - 394.7 which was in the "Satisfied" criteria. Which explained that the employees were quite satisfied working at the Population Control and Family Planning Service.
- 4) From the results of the descriptive analysis of organizational commitment variables, the mean is 341.56, including in the range 319.6 - 394.7 which is in the "High" criteria. Which explains that employees at the Office of Population Control and Family Planning have a high commitment to the organization.

### Reflective Construction Measurement Model Test Results (Outer Model)

The measurement model has the aim of representing the relationship between the constructs and their corresponding indicator variables (generally referred to as the outer model in PLS-SEM). The measurement model explains how the construct is measured and is reliable or valid and reliable by looking at convergent validity, discriminant validity, and construct reliability (Hair et al., 2017). The image of the outer model in SmartPLS is as follows:

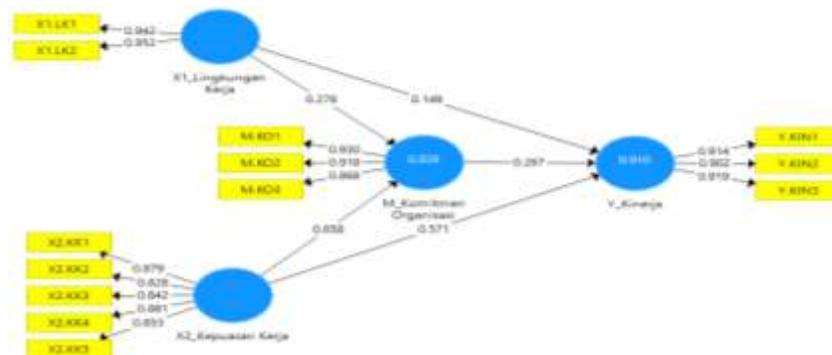


Figure 2: Outer Research Model on SmartPLS 3

Based on Figure 2 above, it appears that there are no indicators below 0.70, and all outer loadings are very far from 0.4, and above the AVE value, therefore it can be concluded that all indicators have met the rule of thumb. So there is no need to eliminate indicators, and do re-estimation. In addition, based on the results of the composite reliability value generated by all constructs more than 0.7 with a minimum value of 0.932 which is indicated by the job

satisfaction variable. Therefore, it can be concluded that all constructs in this study are reliable or meet the reliability test.

### Structural Model Test Results (Inner Model)

When the measurement model (outer model) has stated good results, the next step in evaluating the PLS-SEM results is to assess the structural model (inner model). The structural model was analyzed in an effort to find evidence that supports the theoretical model (theoretical relationship between exogenous constructs and endogenous constructs) (Ghozali & Latan, 2015).

#### a. Value of R-Square (Coefficient of determination)

The R-square value is basically used to see the extent to which exogenous constructs explain endogenous constructs. To evaluate the structural model, the R-square value indicates the predictive power of the model. According to (Hair et al., 2017) the rule of thumb used is 0.75, 0.50, and 0.25 indicating that the model is strong, moderate, and weak. The results of the R-square value can be seen in the table below as follows:

**Table 1. R-Square Value**

Variable	R Square	R Square Adjusted
Organizational Commitment (M)	0,828	0,824
Performance (Y)	0,910	0,907

Source: *SmartPLS 3 Output, 2021.*

From the results of the tests carried out as shown in the table above, the R Square value of organizational commitment is 0.828. This figure explains that organizational commitment can be explained by the construct of the work environment and job satisfaction, which is 82.5%, while the remaining 17.2% is influenced by other variables not included in this model. Furthermore, the R Square variable performance was obtained at 0.910, the value explained that the work environment, job satisfaction and organizational commitment contributed or influenced the performance of 91%, while the remaining 9 percent was influenced by other factors included in this research model. Where the other factors according to (Purba et al., 2017) can be compensation and work culture. Then according to (Shalahuddin, 2016) performance can be influenced by leadership, while according to (Riyanto et al., 2017) performance can be influenced by work motivation. When viewed from the R Square value obtained, it can be concluded that the structural model test for organizational commitment and performance variables is included in the "strong" category.

#### b. F-Square Value ( $f^2$ Effect Size)

The F-Square value is basically used to measure the importance of the change in the R-square value when a certain construct is removed from the model to evaluate whether the omitted construct has a substantive impact on the endogenous construct. According to (Hair et al., 2017)

to assess the f-square values are 0.02, 0.15, and 0.35 which indicate that the effect values are small, medium and large, and the effect size with a value of less than 0.02 indicates that the variable has no effect. The results of the F-square value in this study can be seen in the following table:

**Table 2. F-Square Value**

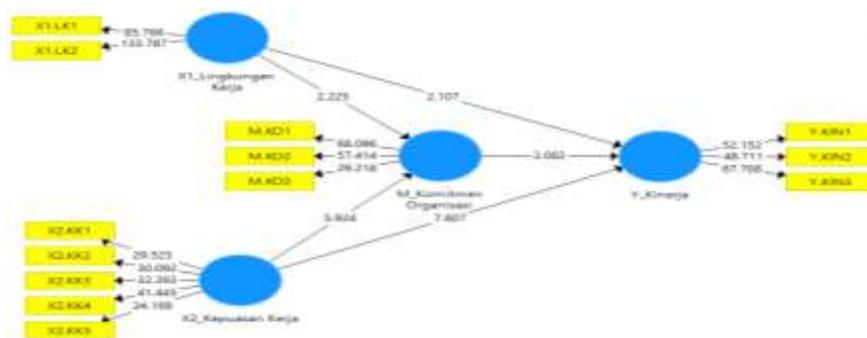
Variable	Work environment (X <sub>1</sub> )	Job satisfaction (X <sub>2</sub> )	Organizational Commitment (M)	Performance (Y)
Work environment (X <sub>1</sub> )			0,104	0,053
Job satisfaction (X <sub>2</sub> )			0,591	0,534
Organizational Commitment (M)				0,136
Performance (Y)				

Source: SmartPLS 3 Output, 2021.

From the results of the analysis carried out as shown above, there is 1 variable that has the largest contribution to the R-square value in the research model, namely the f-square value of the work environment variable and job satisfaction on organizational commitment, respectively 0.104 or 10, 4% (small), and 0.591 or 59.1% (large). Then for the variables of work environment, job satisfaction and organizational commitment to performance, respectively, namely 0.053 or 5.3% (Small), 0.534 or 53.4% (large), 0.136 or 13.6% (small).

**Hypothesis Testing Results**

The next test is to see the significance that represents the hypothesized relationship between the constructs or see the influence between variables on the path coefficients using the bootstrapping procedure. Next is the bootstrapping output to see the magnitude of the T-statistical value.



**Figure 3. Research Construct Relationship Model With Bootstrapping Method**

**Direct Effect**

Testing the hypothesis of the direct effect of exogenous variables on endogenous variables in this study will be presented in Table 3 below.

**Table 3. Results of Direct Effect**

Hypothesis	Path Coefficient	T-Statistics	P Value	Information
H1 : X1 -> M	0,276	2,225	0,027	Accepted
H2 : X2 -> M	0,658	5,924	0,000	Accepted
H3 : X1 -> Y	0,149	2,107	0,036	Accepted
H4 : X2 -> Y	0,571	7,607	0,000	Accepted
H5 : M -> Y	0,267	3,082	0,002	Accepted

Source: SmartPLS 3 Output, 2021.

From the results of the path coefficients test as summarized in Table 3 above, it will be interpreted as follows:

1. The first hypothesis in this study is the influence of the work environment on organizational commitment. From the hypothesis testing, the path coefficient value is 0.276 with a t-statistic value of 2.225 and a P Value of 0.027. Due to the P Value  $< 5\%$  ( $0.027 < 0.05$ ), it can be concluded that the work environment has an influence on organizational commitment. Thus, it can be concluded that hypothesis 1 (H1) is accepted. This can be interpreted that the better the work environment in an organization, then this will be able to increase employee commitment to the organization.

The work environment plays an important role in increasing employee organizational commitment. According to Nitisemito, the work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned (Purba et al., 2017). The work environment has an influence on employees in an effort to complete the tasks assigned to them, which in turn affects employee work discipline. A good work environment and satisfying employees will certainly improve the performance of the employees themselves. So that they can complete the assigned tasks properly and responsibly. Likewise, if the work environment is not satisfactory for employees, it causes employees to work in a less calm atmosphere, so that they can increase the level of mistakes they make (Wydyanto & Yandi, 2020).

2. The second hypothesis in this study is the effect of job satisfaction on organizational commitment. From the hypothesis testing conducted, the path coefficient value is 0.658 with a t-statistic value of 5.9242 and a P Value of 0.000. Due to the P value  $< 5\%$  ( $0.000 < 0.05$ ), it can be concluded that the job satisfaction variable has an influence on employee organizational commitment. Thus, it can be concluded that hypothesis 2 (H2) is accepted. This can be interpreted that someone who is relatively satisfied with his job will be more committed to the organization and people who have been committed to the organization are people who have obtained greater satisfaction from their organization. Job satisfaction is considered important in the scope of the organization because it has a great influence on organizational commitment, this is stated by (Mathis & Jackson, 2012) which states that people who are relatively satisfied with their work will be more committed to the organization and people who have committed to organizations are people who have obtained greater satisfaction from their organizations.

Job satisfaction has a positive and strong influence on organizational commitment. People who get higher levels of job satisfaction tend to feel higher levels of affective commitment and normative commitment. While the effect on continuance commitment is weaker. Affective commitment is a commitment that arises because of emotional closeness to the organization, self-identification and active involvement in the organization. Continuance commitment is based on workers' perceptions of the losses that will be obtained if they leave the organization. Meanwhile, normative commitment relates to workers' feelings about the need to stay in the organization (Wibowo, 2014).

3. The third hypothesis in this study is the effect of the work environment on performance. From the hypothesis testing conducted, the path coefficient value is 0.149 with a t-statistic value of 2.107 and a P Value of 0.036. Due to the P value  $< 5\%$  ( $0.036 < 0.05$ ), it can be concluded that the work environment variable has an influence on employee performance. Thus, it can be concluded that hypothesis 3 (H3) is accepted. This means that the better the work environment in an organization, the better the performance provided by employees in achieving organizational goals. A good environment will improve employee performance, and vice versa if the work environment is not good, it can increase the level of mistakes they make in doing work.

The work environment is related to the existence of facilities and infrastructure as well as social aspects that support workers in carrying out their work. Organizational members or employees who are involved in the same work, share common tasks, or face the same work require environmental factors that can support their togetherness. As stated by Evans in (Shalahuddin, 2016) and (Nguyen et al., 2020) that the work environment is all opportunities that allow employees to contribute to work more productively, safely, and fun.

The work environment is a condition where a good workplace includes a physical environment and a non-physical environment that can give the impression of being pleasant, safe, peaceful and so on. Unhealthy work environment conditions can cause employees to be easily stressed, not enthusiastic to work, arrive late, and vice versa if the work environment is healthy then employees will certainly be more enthusiastic at work, not easily stressed, easy to concentrate at work so that employee performance to be better.

4. The fourth hypothesis in this study is the effect of job satisfaction on performance. From the hypothesis testing conducted, the path coefficient value is 0.571 with a t-statistic value of 7.607 and a P Value of 0.000. Due to the P value  $< 5\%$  ( $0.000 < 0.05$ ), it can be concluded that job satisfaction has an influence on employee performance. Thus, it can be concluded that hypothesis 4 (H4) is accepted. This can be interpreted that the higher the level of job satisfaction a person tends to have a higher level of performance, a higher level of citizenship behavior and a lower level of counter-productive behavior Colquit, LePine and Wesson in (Masydzulhak et al., 2016).

Job satisfaction is a predictor of performance because job satisfaction has a moderate correlation with performance. Satisfied workers are better at fulfilling their obligations as stated in the job description. Reality suggests that positive feelings encourage creativity, improve problem solving and decision making, and improve memory and recall certain

kinds of information. Positive feelings also improve task persistence and attract more help and support from coworkers (Harini et al., 2020).

5. The fifth hypothesis in this study is the effect of organizational commitment on employee performance. From the hypothesis testing, the path coefficient value is 0.267 with a t-statistic value of 3.082 and a P value of 0.002. Due to the P value  $< 5\%$  ( $0.002 < 0.05$ ), it can be concluded that organizational commitment has an influence on employee performance. Thus, it can be concluded that hypothesis 5 (H5) is accepted. This can be interpreted that the higher the commitment of an employee to the organization, the better the performance provided by the employee in achieving organizational goals.

Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to strive for a higher level of effort for the benefit of the organization in order to achieve goals.

Organizational commitment is seen as a value orientation towards the organization that shows individuals really think about and prioritize their work and organization. Individuals will try to give all the effort they have in order to help the organization achieve its goals. Fink also defines organizational commitment as an attitude that arises from a process called identification that occurs when a person has experience with something, someone, or some idea as an extension of himself (Limakrisna et al., 2016).

### Indirect Effect

To determine the indirect effect of exogenous variables on endogenous variables in this study, it will be presented in Table 4 below.

**Table 4. Results of Indirect Effect**

Hypothesis	Path Coefficient	T-Statistics	P Value	Information
H6 : X1 -> M -> Y	0,074	2,059	0,046	Accepted
H7 : X2 -> M -> Y	0,176	2,808	0,005	Accepted

Source: SmartPLS 3 Output, 2021.

6. The sixth hypothesis in this study is the effect of the work environment on performance through organizational commitment. From the hypothesis testing carried out as summarized in Table 4 above, the path coefficient value is 0.074 with a t-statistic value of 2.059 and a P Value of 0.046. Due to the P Value  $< 5\%$  ( $0.046 < 0.05$ ), it can be concluded that organizational commitment is able to mediate the work environment on employee performance. Thus, it can be concluded that hypothesis 6 (H6) is accepted.

These results explain that if a good work environment (healthy, safe, comfortable and harmonious) for employees in carrying out their work will cause the employee to feel comfortable at work and strive to maintain his status as an employee in an organization or will lead to employee organizational commitment, if the employee has If you commit to

the organization, employees will indirectly provide maximum work results for the organization.

The high and low commitment of employees to the organization where they work, greatly determines the performance to be achieved by the organization. In the world of work, employee commitment has a very important influence, in fact there are some organizations that dare to include the element of commitment as one of the requirements to hold positions/positions offered in job advertisements. However, not infrequently organizations and employees still do not understand the meaning of commitment seriously. Whereas this understanding is very important for the organization to create conducive working conditions, so that the organization can run effectively and efficiently.

7. The seventh hypothesis in this study is the effect of job satisfaction on performance through organizational commitment. From the hypothesis testing carried out as summarized in Table 4 above, the path coefficient value is 0.176 with a t-statistic value of 2.808 and a P Value of 0.005. Due to the P value  $< 5\%$  ( $0.005 < 0.05$ ), it can be concluded that organizational commitment is able to mediate job satisfaction on employee performance. Thus, it can be concluded that hypothesis 7 (H7) is accepted.

Job satisfaction is a form of one's feelings towards his work, work situation and relationships with co-workers. Therefore job satisfaction is something that is important for an employee to have, in interacting with his work environment so that the responsibilities given by the company can be carried out properly in accordance with company goals. Job satisfaction is considered important within the scope of the organization because it has a great influence on organizational commitment, this is stated by Mathis in (Novieka & Prasetya, 2018) which states that people who are relatively satisfied with their work will be more committed to the organization and and people who have committed to the organization are people who have obtained greater satisfaction from their organization.

The concept of organizational commitment developed in the initial study of the expected individual loyalty of employees. Very close work engagement is a condition felt by employees, giving rise to strong positive behavior towards the work organization they have. According to Steer in (Sopiah, 2015) a form of strong work bond is not passive loyalty, but also involves an active relationship with work organizations that have the aim of giving all efforts for the successful implementation of organizational goals. This means that employees who have a high commitment will make every effort to achieve organizational goals. If organizational goals are achieved, organizational performance will be better.

## CONCLUSION

Based on the results of research and discussion in this thesis, it can be concluded as follows:

1. Lingkungan kerja berpengaruh positif dan signifikan terhadap komitmen organisasi pegawai pada Dinas Pengendalian Penduduk dan Keluarga Berencana Kabupaten Sarolangun. Hal ini menjelaskan bahwasanya jika lingkungan kerja yang ada pada suatu

organisasi itu baik (lingkungan kerja fisik dan lingkungan kerja non fisik), maka pegawai dalam melaksanakan pekerjaannya akan merasa lebih betah dalam bekerja dan berupaya mempertahankan statusnya sebagai pegawai dalam sebuah organisasi atau akan menimbulkan komitmen organisasional pegawai. Sebaliknya Jika lingkungan kerja tersebut kurang menunjang, misalnya fasilitas kurang, hubungan kerja kurang harmonis, jaminan sosial dan keamanan kurang, maka secara otomatis komitmen karyawan terhadap organisasi menjadi makin luntur.

2. Job satisfaction has a positive and significant effect on employee organizational commitment at the Department of Population Control and Family Planning, Sarolangun Regency. This means that if an employee is relatively satisfied with his job, he will be more committed to his organization, because people who have committed to the organization are people who have obtained greater satisfaction from their organization. Conversely, the low level of employee job satisfaction will further reduce employee commitment to the organization.
3. The work environment has a positive and significant effect on employee performance at the Office of Population Control and Family Planning, Sarolangun Regency. This explains that the better the work environment in an organization, the better the performance provided by employees in achieving goals organization. A good environment will improve employee performance, and vice versa if the work environment is not good, it can increase the level of mistakes they make in doing work.
4. Job satisfaction has a positive and significant effect on employee performance at the Department of Population Control and Family Planning, Sarolangun Regency. This means that the higher the level of job satisfaction of a person, it will tend to have a higher level of performance. Conversely, the lower the level of job satisfaction of a person, it will tend to have a lower level of performance.
5. Organizational commitment has a positive and significant effect on employee performance at the Department of Population Control and Family Planning, Sarolangun Regency. This can be interpreted that the higher the commitment of an employee to the organization, the better the performance provided by the employee in achieving organizational goals. Conversely, the lower the commitment of an employee to the organization, the lower the performance given by the employee in achieving organizational goals.
6. The work environment through organizational commitment has a positive and significant effect on employee performance at the Department of Population Control and Family Planning, Sarolangun Regency. Where the direct influence of the work environment on performance is greater than the indirect effect through organizational commitment as an intervening variable. This means that organizational commitment does not really play a role in mediating the work environment on performance.
7. Job satisfaction through organizational commitment has a positive and significant effect on employee performance at the Department of Population Control and Family Planning, Sarolangun Regency. Where the direct effect of job satisfaction on performance is greater than the indirect effect through organizational commitment as an

intervening variable. This means that organizational commitment does not play a significant role in mediating job satisfaction on performance.

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