



Original Article

Analyzing the Relationship of Work Environment and Quality of Work Life on Employee Performance: The Mediating Role of Organizational Commitment

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Abstract: Employee performance refers to a person's success during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, goals, and criteria. The employee's performance is affected by the work environment, quality of work-life and organizational commitment. This study aims to analyze the mediating role of organizational commitment in the relationship between work environment and quality of work-life on employee performance. This research uses a quantitative approach through a survey questionnaire of 400 respondents. This study found work environment, quality of work-life and organizational commitment have a significant relationship with employee performance. Also, organizational commitment mediates the relationship between the work environment and quality of work-life on employee performance. Thus, we concluded that organizational commitment plays an essential role in mediating between work environment and employee performance. Also, the work environment and quality of work have significantly predicted employee performance.

Keywords: work environment; quality of work life; organizational commitment; employee performance.



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1. Introduction

Employee performance is the result or level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, goals and criteria (Andreas, 2022; Juliati, 2021;

Sunarsih, 2017; Utin & Yosepha, 2019). An employee's performance will be good if they have higher expertise and are willing to work because they are paid or paid according to the agreement and have better future expectations regarding salary (Ilham, Erlina, Silalahi, Saputra, et al., 2019). Their expectations create work motivation for employees to be willing to carry out work activities with good employee performance. The Main Performance Indicators (KPI) achievement is obtained based on the measurement of the strategic target performance indicators (Ilham, Erlina, Silalahi, & Saputra, 2019) that are set to be the Main Performance Indicators of the Dairi Regency Regional Secretariat and Human Resource Development as stated in the Dairi Regent Regulation Number 86 of 2019. The results of the performance measurement are stated in the Performance Measurement form. It reflects the Regional Apparatus's performance during 2019 and is described in detail in the performance details. The results of Performance Measurement can be seen in the following Table 1 below:

Table 1. Performance Measurement Scale of Dairi Regional Secretariat Offices

No	Performance Achievement Scale	Category
1	Achievement 100.00 %	Satisfying
2	86.00% < Achievement < 99.99%	Very Good
3	70.00% < Achievement < 85.99%	Well
4	55.00 % < Achievement < 69.99 %	Enough
5	Achievement < 54.99 %	Not Enough

Source: PERBUP Performance Measurement Scale (2019)

Table 1 displays the performance achievement number against the percentage of achievement of the target performance indicators that reach more than 100%, including the performance achievement figure of 100. The performance achievement number on the percentage of achievement of the target performance indicators that achieves less than 0% is included in the 0-performance achievement figure. Based on the results obtained, it was found that problems occurred in achieving employee performance targets, where the target indicators that became the main tasks and functions of the Regional Secretariat of Dairi Regency can be seen in the following table:

Table 2. Performance Achievements of Dairi Regional Secretariat Offices

No.	Predicate	Amount Target	Number of Performance Indicators
1	Satisfying	-	-
2	Very good	-	-
3	Well	-	-
4	Enough	1	3
5	Not enough	-	-
Total		1	3

Table 3. Performance Achievement of the Targeted Regional Secretariat Office of Dairi Regency

No	Target	Frequency	Average achievements
1	Increasing the quality of government management	1	55.6
2	Increasing the Capacity of Apparatus Resources at the Regional Secretariat Office of Dairi Regency	1	54.7
3	Managed personnel administration	1	56.9
Total		3	54.2

Table 3 displays that the average target performance achievement is 54.2% in the sufficient category. The solution to achieve the performance is the Dairi Regency Regent's Regulation, namely guidelines for employee performance management within the Dairi district government, namely, employees as regional government assets that need to be managed properly for organizational performance achievement. Management, which is a subsystem in human resource management, is built as a basis for employee development and overall organizational development and as the basis for providing compensation in the form of additional income for employees. Article 4 of Government Regulation (PP) Number 30 of 2019 concerning the Performance Assessment of Civil Servants (PNS) reads that the PNS Performance Assessment is carried out based on the principles and elements: objective, measurable; accountable; participatory; transparent, below is the data obtained according to Government Regulation (PP) Number 30 of 2019, as an illustration

of the results of the performance assessment of civil servants at the Regional Secretariat of Dairi Regency can be seen in Table 4 below.

Table 4. Recapitulation of Average Employee Performance Assessment Results at the Regional Secretariat of Dairi Regency (2019-2020)

No	Elements	2019		2020	
		Score	Category	Score	Category
1	Objective	92	Very good	85	Well
2	Measured	82	Well	75	Enough
3	Accountable	82	Well	73	Enough
4	Participatory	82	Well	72	Enough
5	Transparent	82	Well	76	Well
Total		420		381	
Average		83.38%	Well	75.50%	Enough

Source: Dairi Regency Government Regional Secretariat Office Dairi Regency 2020

Table 4 captures the average performance of the employees of the Regional Secretariat of the Dairi Regency was good in 2019, but in 2020 the employee performance decreased by 7.88% in 2019. The decline was seen in measurable, accountable, participatory elements and transparency, indicating that in 2020 there will be problems with employee performance, especially during this covid-19 pandemic. Employee performance indicators used include loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership. This performance appraisal is conducted in December and is assessed by the appraiser, namely the employee's immediate supervisor. The phenomenon that indicates a decrease in employee performance in this agency reveals the impression of low employee performance due to a lack of attention to improving the quality, quantity and timeliness of the desired service. It is illustrated by the decrease in employee performance by employees, causing many low-performance appraisals when the agency evaluates the performance of employees and finds the cause of the decline in employee performance. The agency must do things that will improve the performance of its employees.

Solution efforts are to improve employee performance and focus on empowering government officials. Civil Servants who are domiciled as planners, implementers, supervisors and controllers of development implementation are required to have optimal managerial capabilities. In addition, civil servants must have the behavior, skills and intellectual level that can be used as role models and role models, especially in carrying out their functions as government officials, including service functions, regulation functions, development functions, and development functions. empowerment (empowering), and protection function (protection). Poor work environment conditions can cause employees to be easily stressed, easily fall ill, have difficulty concentrating, arrive late and cause a decrease in morale and work productivity. The following are the survey results obtained regarding the work environment at the Regional Secretariat Office of Dairi Regency.

Table 5. Dairi Regency Regional Secretariat Office Work Environment

No	Position	Performance Value	Category
1	Secretary of State	82	Well
2	Assistant	72	Well
3	The experts	68	Pretty good
4	Functional Position Group	69	Pretty good

Source: Rating Score 100-85 (Very Good), 84-70 (Good), 69-60 (Quite Good)

Table 5 describes the work environment conditions experienced by employees of the Regional Secretariat of Dairi Regency, still balanced with good information and quite good. The phenomenon of the work environment has a significant contribution to improving performance. The work environment refers to several aspects: management, organizational structure, job descriptions, freedom, a satisfactory physical environment, such as the availability of places of worship, a comfortable enough room to work, good ventilation, security, appropriate working hours, and tasks - meaningful task. Environmental conditions in relatively modest variations in temperature, noise, lighting, or regional quality can significantly affect employee attitudes and performance. In addition, the design that takes into account the number of workspaces, their arrangement or layout and the level of personal power given affects the performance and level of employee satisfaction.

Quality of Work Life is any activity (improvement) that occurs at every level in an organization to increase the effectiveness of a greater organization through increasing human dignity and growth. Quality of Work Life which is

widely used is the understanding of Cascio. Cascio is seen as a pioneer in developing the quality of work life. According to Cascio, (2012) Quality of Work Life can be interpreted in two views. The first view states that Quality of Work Life is a set of circumstances and practices of organizational goals (for example, job enrichment, policy promotion from within, democratic supervision, employee participation, and safe working conditions).

The phenomenon depicted will create a quality of work-life conducive to achieving organizational goals. The quality of work life is closely related to the interests of human groups in organizations/agencies. Quality of work life is a concept that includes the perceived quality of all aspects of his or her agency membership. The things that individuals in the agency feel are not only related to economic interests but also interests related to the personal and social values of the individual. Hence, it includes personal satisfaction and psychological satisfaction. All these satisfaction factors will form the concept of quality of work life. Organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization. A highly committed individual is likely to see himself as a true member of the organization. It can be concluded that organizational commitment is an individual's psychological state associated with a strong belief, belief and acceptance of the goals and values of the organization, a strong will to work for the organization and the degree to which he wants to remain a member of the organization.

The phenomenon of organizational commitment in an agency is an important factor in the goals to be achieved by the agency so that this commitment can motivate to maintain the position it holds by increasing the performance of its employees. This employee performance achievement is in line with the agency's goal to be able to advance and survive in the face of any challenges that hinder development. One problem is developing in companies/agencies so that a positive perception of the agency's objectives is required to assign tasks to employees with a larger composition. If the employee's perception of this task is negative, the evaluation of the results will be low. Therefore, employee organizational commitment is very closely related to the existence of self-efficacy in employees in supporting the achievement of goals to be obtained by the agency.

2. Literature Review

2.1. Employee Performance

Employee performance is a real behavior that everyone displays as work performance produced by employees according to their role in the company (Rivai, 2016). The concept of performance is an abbreviation of work energy kinetics which is the equivalent in English performance (Toha et al., 2021). The term performance is often Indonesian as performance. Performance is the result of work achieved by an employee in their work given to him in a certain time. Performance is also a manifestation of employees' work, which is usually used as a basis for evaluating employees or organizations. Good performance is a major step towards achieving organizational goals. According to Sedarmayanti (2011) performance appraisal is a formal system to check/review and evaluate a person's performance periodically. The objectives of the performance appraisal are as follows:

1. Improve employee performance by helping them realize and use their full potential in realizing organizational goals.
2. Provide information to employees and leaders to make decisions related to work.

According to Heinrichs & Laws (2014) concerning State Civil Apparatus, PNS performance appraisal aims to ensure the objectivity of Civil Servant development based on the achievement system and career system by considering the targets, achievements, results, and benefits achieved well as the behavior of PNS. PNS performance appraisal is one of the important stages in the resource development cycle, which is carried out in an objective, measurable, accountable, participatory and transparent manner. Employee performance in various ways is by measuring employee performance indicators and providing benefit programs for all employees as we all know that health is very crucial for a person. If the employee's health condition is disturbed, this will certainly affect their performance in the office, which will impact the achievement of the agency. Thus, the conclusion of employee performance indicators is used to measure employee performance. 6 indicators can be used to measure employee performance, including:

1. Quality
2. Quantity
3. Punctuality
4. Effective Use of Resources
5. Independent
6. Committed

2.2 Work Environment

The work environment is the physical, social, and psychological life in the company that affects the performance and productivity of employees. Some experts describe the work environment as everything around employees and that affects them in working and carrying out their duties. Some experts argue that the work environment is the entire tool

and tool faced by employees, including the environment, work methods, and work arrangements as an individual or group. In addition to be an environment where employees work, the work environment is also a factor that can increase employee performance or even decrease it. When employees work in a good work environment, their ideas, productivity, and performance can increase. Conversely, if the work environment is not good and does not support performance and productivity, then the ability of employees to produce good work will decrease. Conclusion work environment indicators are used as indicators that measure the work environment. 5 indicators can be used to measure the work environment, including:

Illumination or Light in the Workplace - In order to get the safety and smooth work, light or lighting is needed by employees. Therefore, it is necessary to pay attention to the lighting so that the light is not too dark and not dazzling. Because lighting that is too dark causes vision to become less clear, as a result, work becomes slow. Employees often experience errors in work, which causes a lack of efficiency in carrying out work. Company goals will be difficult to achieve. **Air Circulation at Work** - To maintain survival, namely, to maintain the body's metabolic processes, one of the influencing factors is the availability of sufficient oxygen in the body. The availability of oxygen in the work environment will greatly provide freshness to employees. If the air around the work environment has reduced oxygen levels or has been mixed with certain odors and gases, it will be harmful to the employee's body. Oxygen can be met by the presence of plants around the workplace because plants are a source of oxygen. **Employee relations with other employees** - Employee relations with other employees must be harmonious because to achieve agency goals, it will be fast if there is togetherness in carrying out the tasks they carry out. **Workplace Safety** - Safety at work is a factor that needs to be created in the work environment. Because security at work can give the effect of calm at work, security can be created by utilizing the security officer unit (SATPAM).

2.3 Quality of Work Life

Quality of work life is a program that effectively improves working conditions (from the employee's point of view) and greater organizational/agency effectiveness (from the manager's point of view). Quality of work-life also plays a role in monitoring employees' quality of their work. The quality of their work life helps leaders get ideas for improvement in an organization/institution. In conclusion, the quality of work-life indicator is used to measure the quality of work life. 5 indicators can be used to measure the quality of work-life, including:

1. Employee limitations
2. The limitations of employees are fewer employees, so the company must implement such as the safety committee and the work safety program and the new employee program.
3. Equal compensation (equitable compensation)
4. The reward system provided to employees must be appropriate, fair and adequate, meaning that the rewards provided by the organization to its employees must be satisfactory, the standard of living of the employee concerned and the wage and salary standards applicable in the labor market.
5. Communication (Communication)
6. For communication between employers and employees or management to be good, it is necessary to communicate openly, either through direct management or through trade unions or group meetings.
7. Conflict Resolution (Conflict resolution)
8. Some things that can be done by members of the organization in resolving conflicts are openness, the process of delivering formal outputs, and the exchange of opinions.
9. Effective and Efficient Work
10. The need for companies to work effectively is to develop them well so that employee productivity is maintained and able to encourage employees always to do their best and avoid work frustration, resulting in a decrease in company performance. Some things that can be done include job offers, training (education), evaluation of performance, and job promotions.

2.4 Organizational Commitment

Organizational commitment is a strong desire to remain as a member of the organization, the desire to strive according to the organisation's wishes, certain beliefs, and acceptance of the values and goals of the organization (Steers, 1977). In other words, it is an attitude that reflects employee loyalty to the organization and the sustainability process in which members of the organization express their concern for the organization and its success and continuous progress. In conclusion, organizational commitment indicators are used as indicators that measure organizational commitment. 4 indicators can be used to measure organizational commitment, including:

1. There is a willingness to help colleagues' complete organizational tasks,
2. Unite the activities and priorities that are owned to achieve the goals of the larger organization,
3. Understand the organization's needs to achieve the larger organizational goals, and
4. Select appropriate organizational needs rather than following several professional interests.

3. Materials and Methods

This research uses quantitative and secondary data. This study places the Work Environment and Quality of Work on Employee Performance with Organizational Commitment as the intervening variable. The data was collected by distributing questionnaires to respondents. The questionnaire is a data collection technique done by giving a set of questions or written statements to respondents to be answered (Kuncoro & Riduwan, 2012). Questionnaires are an efficient data collection technique if the researcher knows the variables to be measured and knows what to expect from the respondents (Ghozali, 2016). The questionnaire distributed contained questions regarding the Work Environment, Quality of Work Life, Organizational Commitment, and Employee Performance. In addition, data collection was also carried out using documentation techniques. Documentation study is a technique of collecting data obtained from reports that have been previously processed (Sugiyono, 2013) in the form of data from the Office of the Regional Secretariat of Dairi Regency. This method collects data according to the object to be studied. This method can be done by studying or examining various sources related to research through books, journals and various other written sources as well as on the internet. The data would be analysed using several methods: (i) correlation between the score of the questions and the score of constructs or variables. (ii) Validity test can also be done by doing a bivariate correlation between each indicator score and the total construct score and (iii) Confirmatory Factor Analysis. This validity test is for evaluating the construct validity. This type correlates the item value with the total value. To test the validity of this research using correlation Pearson product-moment are:

$$r_{xy} = \frac{n\sum XY - \sum X\sum Y}{\sqrt{\{n\sum X^2 - (\sum X)^2\}\{n\sum Y^2 - (\sum Y)^2\}}}$$

4. Results and Discussion

The data obtained were then tested using the classical assumption test to get good results. After the classical assumption test is carried out, the data is analyzed using multiple linear regression techniques. Also, this study performs hypothesis testing to examine the effect of the dependent variable on the independent variable and determine the coefficient of determination to see how big the contribution of the independent variable to the dependent variable. Before testing the hypothesis in this study, the classical assumption will be tested first. The classical assumption test consists of a normality test, multicollinearity test and heteroscedasticity test. After conducting the classical assumptions tests, this study found that the data are linear, have no multicollinearity and the data are homogenous.

Table 6. Result of Hypothesis Testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
C	8.016	1.974		4.060	0.000
Work Environment	0.755	0.154	1.124	4.889	0.000
Quality of Work Life	0.209	0.076	0.260	2.741	0.008
Organizational Commitment	0.463	0.190	0.563	2.442	0.018

Table 6 shows the result of hypothesis testing. This study found that work environment, quality of work-life and organizational commitment have a significant relationship with employee performance. The coefficient regression of work environment is 0.755, std error is 0.154, t-stat is 4.889 and significant at the level 1 percent. Quality of Work Life coefficient regression is 0.209, std. error is 0.076, t-stat is 2.741 and significant at the level 1 percent. For organizational commitment, the coefficient regression is 0.463, std. error is 0.190, t-stat is 2.442 and significant at the level 5 percent.

Table 7. Result of Mediating Testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Work Environment -> Organizational Commitment -> Employee Performance	0.350	0.029	0.633	11.939	0.000
Quality of Work Life -> Organizational Commitment -> Employee Performance	0.097	0.014	0.146	6.694	0.000

Table 7 indicates that Organizational Commitment mediates the relationship between work environment and quality of work-life on Employee Performance. The coefficient of Work Environment mediated by Organizational Commitment

is 0.350, std. error is 0.029, t-stat is 11.939 and significant at the level 1 percent. The coefficient of Quality of Work Life mediated by Organizational Commitment is 0.097, std. error is 0.014, t-stat is 6.694 and significant at the level 1 percent.

5. Conclusions

In conclusion, work environment, quality of work-life and organizational commitment have a significant relationship with employee performance. Also, organizational commitment mediates the relationship between the work environment and quality of work-life on employee performance. Thus, this study concludes that organizational commitment plays an essential role in mediating between work environment and employee performance. Also, the work environment and quality of work have significantly predicted employee performance.

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