The Influence of Employee Performance, Work Motivation, and Work Environment on Employee Performance (Study on PPSU Employees of XYZ Subdistrict)

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ABSTRACT

This study aims to determine the effect of Organizational Commitment, Work Motivation, and Work Environment on Employee Performance (Study on PPSU Employees of XYZ Village). This type of research is quantitative research using primary and secondary data. Primary data was conducted by distributing questionnaires to predetermined samples, namely employees handling public infrastructure and facilities (PPSU) of XYZ Village. While the secondary data that researchers obtained from the agency was the performance data of employees handling public infrastructure and facilities (PPSU) of XYZ Village. The population in this study was all PPSU employees of XYZ Village. The sample used in this study was 78 respondents. The sampling technique used saturated sampling. The data analysis method used was Structural Equation Modeling (SEM) and data processing used Smart Partial Least Square (PLS) software version 4.0. The results of the study showed that the organizational commitment variable had a positive and significant effect on employee performance. Work motivation had a positive and significant effect on employee performance. The work environment had a positive but not significant effect on employee performance.

Keywords: *Organizational Commitment; Work Motivation; Work Environment; Employee Performance.*

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INTRODUCTION

Human Resource Management (HRM) aims to accomplish organizational objectives by ensuring that each role played is meaningful. HRM is the process of planning, organizing, directing, and supervising human resource management to optimally achieve individual, organizational, and social goals (Yuliani, 2023). Good management is believed to improve the performance of competent individuals, thus positively impacting work productivity (Tsauri, 2017).

Within local government, effective management principles are also applied to public service units such as the Public Infrastructure and Facilities Management Unit (PPSU). PPSU, as Government Employees with Work Agreements (PPPK), are responsible for maintaining public facilities. Their performance is influenced by various internal factors, such as work motivation, organizational commitment, and work environment conditions. Without proper management, declining employee performance can impact public services and regional economic development.

The decline in performance of PPSU employees in several sub-districts, including a decline in work quality and accountability, is a clear example of the need for more effective management. Low organizational commitment, motivation, and a less than conducive work environment are often the primary causes of declining performance.

Optimizing the performance of PPSU officers also has an impact on economic management, because effective public services will reduce infrastructure maintenance costs, reduce losses due to damage to facilities, and improve the quality of life of the community as part of regional economic development.

The higher the quality of employee performance, the greater the likelihood of successfully organizational goals. On the other hand, poor employee performance, achieving goals becomes difficult and results may not meet organizational expectations. Negative factors can reduce employee performance, such as a lack of motivation to achieve, inconsistency in time, and a lack of role models to guide performance (Afandi & Bahari, 2020).

The results of observations and data obtained from the Sub-district regarding the decline in PPSU performance are based on complaints from residents of the XYZ Sub-district area that PPSU performance has declined in the last two years (2022-2023). PPSU performance declined during the 2022–2023 period. The average performance score dropped from 78.6 in 2022 to 76 in 2023. Aspects that declined included work quality, responsibility for completing tasks, attendance discipline, and cooperation, although there was a slight improvement in compliance with obligations. Residents' complaints about the slow handling of public facilities also indicated this performance decline.

Table 1 PPSU Performance Data

No	Research Aspects	2022	2023	Information
1.	Quality of work	80	75	Decrease
2.	Responsibility for completion of work	80	75	Decrease
3.	Compliance with obligations and prohibitions	75	78	Increase
4.	Attendance Discipline	78	75	Decrease

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No	Research Aspects	2022	2023	Information
5.	Cooperation	80	77	Decrease
	Total	393	380	Decrease
	Average	78.6	76	Decrease

Source: PPSU Head of XYZ Subdistrict

The results of a pre-survey of PPSU employees also revealed problems with three main variables: work motivation (57%), organizational commitment (61%), and work environment (57%). These factors align with previous research that found these three variables significantly influence employee performance (Sariadi & Heryanda, 2020; Rizal et al., 2023; Ahmad et al., 2022). Therefore, this study is crucial to determine the extent of influence these three factors have on PPSU employee performance.

Motivation played meaningful and good by ensuring produces strong employees, as strong motivation at work leads to strong employee performance. It's important to consider motivation to boost work morale, as well as psychological factors when coaching employees to achieve goals.

Organizational commitment also impacts performance. Highly committed employees demonstrate a passion for improving both individual and group performance and are willing to support organizational progress. Furthermore, the work environment encompasses factors surrounding employees, such as noise, temperature, cleanliness, and equipment availability. Inadequate facilities can disrupt performance.

LITERATURE REVIEW

Organizational Commitment to PPSU Employee Performance

Organizational commitment is an employee's emotional bond and willingness to continue contributing to the organization (Robbins & Judge, 2017). High commitment tend employee to have better work and more consistent in carrying out their duties.In the research (Sariadi & Heryanda, 2020) resultsThis study shows that organizational commitment has a positive and significant influence in influencing the quality of PPSU employee performance.

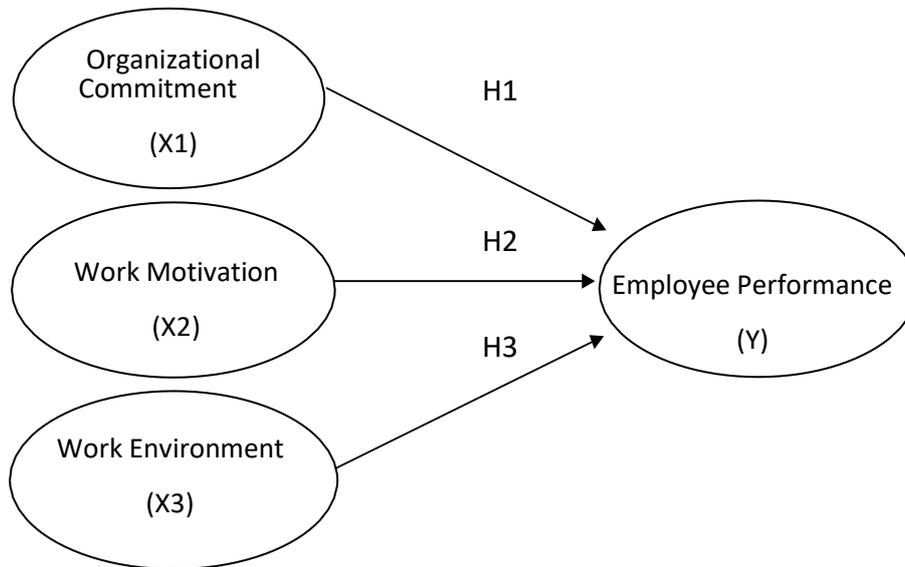### Work Motivation on PPSU Employee Performance

Work motivation refers to the internal and external forces that influence employees in performing their duties. Motivation is a crucial factor in determining productivity levels. According to McClelland, as cited in Suwanto (2020), motivated employees will demonstrate greater effort to complete their work effectively.In the research conductedby(Rizal et al., 2023) resultsThis study shows that work motivation has a positive and significant influence in influencing the quality of PPSU employee performance.

Work Environment on PPSU Employee Performance

The work environment encompasses both physical and non-physical conditions that can impact employee comfort and productivity (Sutrisno, 2020). A conducive work environment, such as cleanliness, lighting, and adequate work facilities, will make employees feel comfortable, allowing them to focus optimally on completing their work and improving their performance. Conversely, a less supportive work environment ultimately decreases employee morale and performance.

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Improving the work environment is a crucial aspect that organizations need to consider in their efforts to increase employee productivity. Research conducted by Ahmad et al. (2022). This study shows that the work environment has a positive and significant influence in influencing the quality of PPSU employee performance.

Figure 1 Conceptual framework

Information:

1. Independent variables, variables are given the symbol (X), including:

   X1 : Organizational Commitment

   X2 : Work Motivation

   X3 : Work Environment

2. The dependent variable, variable is given the symbol (Y).

   Y : Employee Performance

METHOD

Research Design

This research applies a quantitative approach with a causal design. It aims to analyze how organizational commitment, work motivation, and the work environment affect the performance of PPSU employees. Data were gathered using questionnaires with closed-ended questions, and the responses were assessed using a Likert scale.

Population and Sample

The population of this research comprises all 78 employees of PPSU. A saturated sampling technique was applied, meaning that every individual in the population was included as a respondent, in line with the explanation provided by Sugiyono (2020).

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Data collection technique

Primary data in this study was collected by distributing questionnaires, both online and in printed form, which were given directly to all respondents. The questionnaire items were formulated by adapting and modifying research instruments that had previously been tested for validity. Respondents' answers were measured using a Likert scale with five levels of assessment, where 1 represents "strongly disagree" and 5 means "strongly agree." Meanwhile, secondary data were obtained from various appropriate sources, such as reference books, scientific journal articles, and organizational documents related to the research variables.

Data Analysis Methods

The analysis technique used is Partial Least Squares - Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software version 3.0. The data analysis steps include:

RESULTS AND DISCUSSION

Data Quality Test Results
1. External Model

   a. Convergent Validity

Convergent validity with factor loading and Average Variance Extracted (AVE) to evaluate. Indicators were considered valid if the factor loadings were >0.70 and AVE >0.50. The results showed that all indicators of work ethic, job insecurity, self-efficacy, and employee performance had loading values above 0.70. The AVE value also exceeded 0.50 for each construct:

Figure 2 PLS Algorithm Results
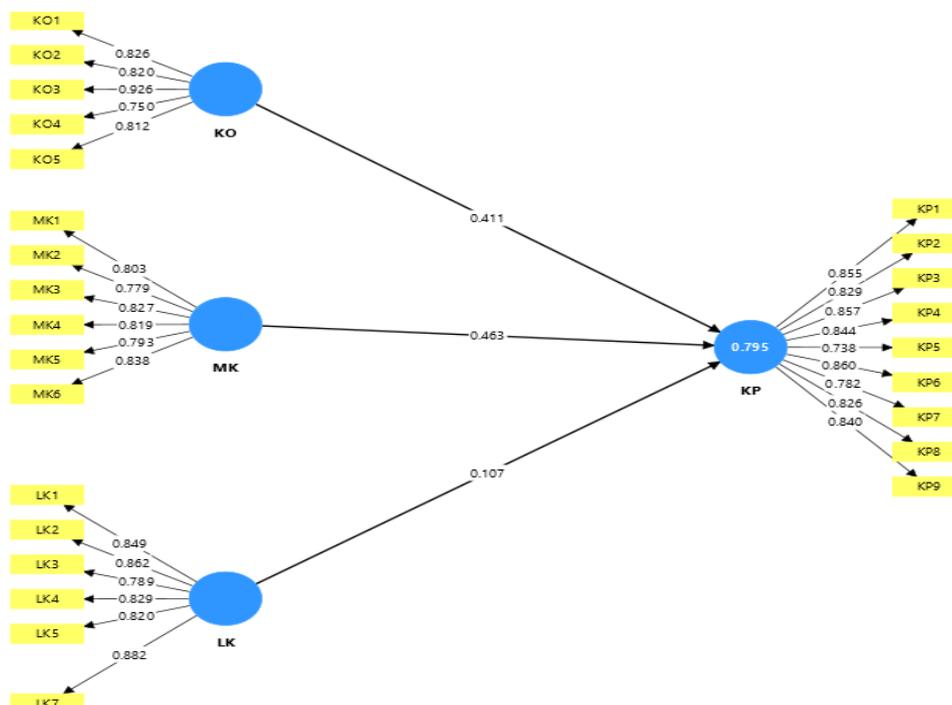
Source: PLS Output 2025

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Based on the revised model after the removal of invalid indicators, all remaining indicators have met the required factor loading threshold (>0.70). This shows that in this study all indicators used are valid and reliable to measure their respective constructs. The results are presented in the table below:

Table 2 Convergent Validity Test Results

Variables	Indicator	Outer loadings	Information
	KO1	0.826	Valid
	KO2	0.820	Valid
	KO3	0.926	Valid
Organizational Commitment	KO4	0.750	Valid
	KO5	0.812	Valid
	MK1	0.788	Valid
	MK2	0.788	Valid
	MK3	0.832	Valid
Work motivation	MK4	0.811	Valid
	MK5	0.782	Valid
	MK6	0.840	Valid
	LK1	0.843	Valid
	LK2	0.856	Valid
	LK3	0.780	Valid
Work environment	LK4	0.828	Valid
	LK5	0.825	Valid
	LK7	0.875	Valid
	KP1	0.855	Valid
	KP2	0.829	Valid
	KP3	0.857	Valid
Employee Performance	KP4	0.844	Valid
	KP5	0.737	Valid
	KP6	0.859	Valid
	KP7	0.782	Valid
	KP8	0.826	Valid
	KP9	0.840	Valid

Source: PLS Output 2025

b. Discriminant Validity

For reflective indicators, discriminant validity is mainly evaluated through cross loading between each indicator and its associated construct. An indicator is deemed valid when its loading factor is highest for the construct it is intended to measure compared to all other constructs.

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Table 3 Results of Discriminant Validity Test (Cross Loading)

	Employee Performance (Y)	Organizational Commitment (X1)	Work Motivation (X2)	Work Environment (X3)
KP1	0.855	0.658	0.708	0.717
KP2	0.829	0.689	0.631	0.653
KP3	0.857	0.756	0.735	0.708
KP4	0.844	0.637	0.721	0.675
KP5	0.738	0.618	0.586	0.596
KP6	0.860	0.668	0.643	0.677
KP7	0.782	0.499	0.649	0.573
KP8	0.826	0.616	0.675	0.623
KP9	0.840	0.701	0.720	0.692
KO1	0.659	0.826	0.520	0.528
KO2	0.599	0.820	0.465	0.531
KO3	0.676	0.926	0.646	0.690
KO4	0.556	0.750	0.454	0.663
KO5	0.711	0.812	0.622	0.712
MK1	0.634	0.510	0.803	0.669
MK2	0.626	0.505	0.779	0.501
MK3	0.731	0.635	0.827	0.672
MK4	0.609	0.429	0.819	0.613
MK5	0.691	0.602	0.793	0.615
MK6	0.670	0.509	0.838	0.690
LK1	0.730	0.659	0.709	0.849
LK2	0.620	0.716	0.553	0.862
LK3	0.699	0.622	0.714	0.789
LK4	0.534	0.665	0.496	0.829
LK5	0.651	0.674	0.694	0.820
LK7	0.605	0.727	0.556	0.882

Source: PLS Output 2025

Table 3 shows that each variable has a high cross loading value when compared with other variables based on the statements representing it.

Finding the Square Root of the Average Variance Extracted (AVE) to determine Discriminant Validity is another approach. A strong discriminant validity value is achieved when there are correlations among the constructs within the model.

Table 4 AVE Results

Variables	AVE
Employee Performance	0.683
Organizational Commitment	0.687
Work motivation	0.656
Work environment	0.704

Source: PLS Output 2025

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Table 4 shows that the Average Variance Extracted (AVE) test for the variables has a value ≥ 0.5. Thus, the values of all constructs have met the criteria for good discriminant validity.

Table 5 Discriminant Validity Test Results (Fornell Lacker)

Variables	Employee Performance	Organizational Commitment	Work motivation	Work environment
Employee Performance	0.826			
Organizational Commitment	0.804	0.829		
Work motivation	0.818	0.661	0.810	
Work environment	0.798	0.807	0.775	0.839

Source: PLS Output 2025

Tables 4 and 5 show that the square root of the Average Variance Extracted (AVE) for all constructs exceeds their correlation with other constructs in the model. This finding indicates that, based on the AVE values shown, all constructs in the estimated model meet the discriminant validity requirements.

c .Composite Reliability And Cronbach's Alpha

Composite reliability and Cronbach's alpha tests are conducted to assess the dependability of the instruments within a research model. When all latent variables achieve composite reliability and Cronbach's alpha scores of ≥ 0.7, the construct is regarded as highly reliable, meaning the questionnaire employed is both consistent and trustworthy.

Table 6 Test Results of Composite Reliability

Variables	Composite Reliability	Information
Employee Performance	0.944	Reliable
Organizational Commitment	0.897	Reliable
Work motivation	0.897	Reliable
Work environment	0.921	Reliable

Source: PLS Output, 2025

Table 7 Test Results *Cronbach's alpha*

Variables	Cronbach's alpha	Information
Employee Performance	0.942	Reliable
Organizational Commitment	0.885	Reliable
Work motivation	0.895	Reliable
Work environment	0.916	Reliable

Source: PLS Output, 2025

Resultslisted in Tables 6&7that allvariables studiedreach composite reliability and Cronbach's alpha values≥ 0.70. With these results, it can be concluded that all latent variables meet the standards and can be said to be reliable in this study.

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2. Inner Model

TestingThe inner model is the stage of evaluating existing variables against theoretical fit. The goal is to analyze whether the influencing variables (exogenous variables) are truly related to the variables they influence (endogenous variables).

a. R^2

Table 8 Endogenous Variable Value R^2

Endogenous Variables	R-Square Adjusted
Employee Performance	0.787

Source: PLS Output 2025

Based on Table 4.16, markR-SquareAdjusted by 0,787has a good level of goodness of fitor strong. It means, amounting to 78.7%changes in employee performance can be explained bythreevariables in the model, namely organizational commitment,work motivation and work environment. Meanwhile, from 21.3%influenced by other variables that are notexamined in this study, such as leadership and work discipline variables.

b. Q^2

Testing goodness of fit to the structural model (inner model) using the value predictive relevance(Q^2). If the Q-square and R-square values are greater than 0, the model has adequate capability. To calculate the Q-square value for each endogenous variable in this study, the following formula is used:

$Q^2 = 1 - (1 - R^2)$
$Q^2 = 1 - (1 - 0,787)$
$Q^2 = 1 - 0.213$
$Q^2 = 0.787$

The calculation results show a Q^2 value of 0.787, indicating good predictive power. This means that 78.7% of the differences in employee performance, the dependent variable, can be explained by the constructs in the model. Therefore, this model canIt is said to be strong enough and suitable for use because it can explain the causes of employee performance variables.

c. F^2

Table 9 F-Test Results *Square*

Variables	F-Square	Information
Organizational Commitment	0.286	Currently
Work motivation	0.413	Big
Work environment	0.014	Small

Source: PLS Output, 2025

The results in Table 9 show a moderate effect of organizational commitment on employee performance. Work motivation has a significant effect on employee performance, while the work environment has a small effect.

d. Hypothesis Testing Results

Estimating the relationship between variables in a structural model requires statistical significance. To test this, the bootstrapping technique is used. Hypothesis evaluation is performed by observing the parameter coefficient values and the T-statistic values generated by the bootstrapping algorithm. A relationship is considered significant if the T-statistic value exceeds the T-table value at the 5% significance level ($\alpha = 0.05$), which is 1.96. Therefore, the significance between variables is determined by comparing the T-statistic value with the T-table value.

Table 10 Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Organizational Commitment -> Employee Performance	0.411	0.388	0.085	4,860	0.000	Positive - Significant
Work Motivation -> Employee Performance	0.463	0.522	0.216	2,139	0.033	Positive - Significant
Work Environment -> Employee Performance	0.107	0.068	0.189	0.568	0.570	Positive – Not Significant

Source: PLS Output, 2025

Figure 3 Bootstrapping Test Results
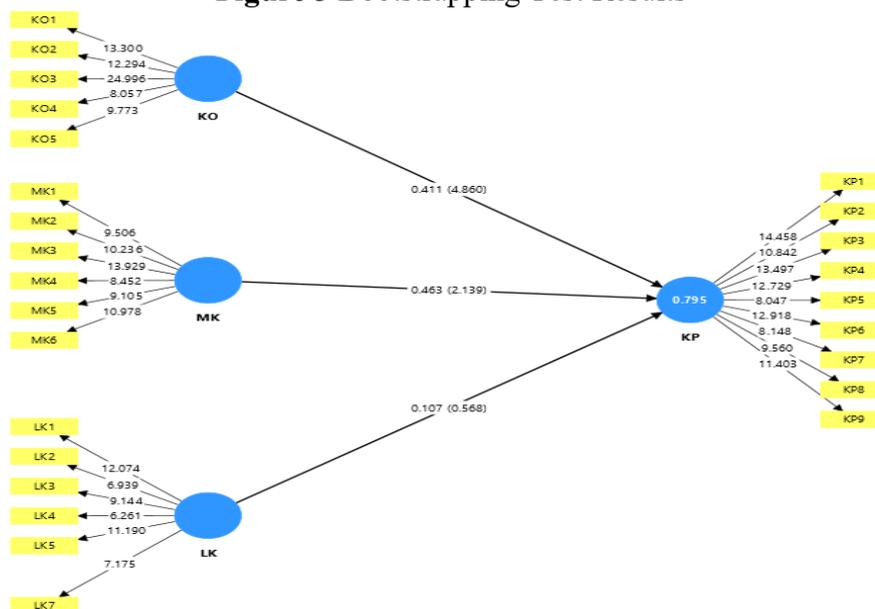
Source: PLS Output, 2025

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Based on the results of the hypothesis testing, the most influential variable is Work Motivation, with the highest score being "I receive fair treatment and respect in the work environment." This indicates that employees receive fairness and respect in the workplace, which plays a significant role in increasing employee work motivation.

Discussion

1. The Influence of Organizational Commitment on Employee Performance

The hypothesis test results (H1) indicate a T-statistic of 4.860, exceeding the threshold of 1.96, with a positive original sample value of 0.411 and a P-value below 0.05. This demonstrates that organizational commitment positively and significantly impacts employee performance. Such commitment is evident in affective commitment—expressed through pride in belonging to the organization, confidence in its vision and goals, and a willingness to work for the organization's benefit and in normative commitment, reflected in a moral obligation to carry out tasks effectively.

The results of the hypothesis test (H1) show *T-statistic* 4,860 > 1.96, *original*

Factors supporting high levels of commitment include leadership support, adequate work facilities, and ongoing employee empowerment, creating a comfortable work environment and motivating employees to deliver their best performance. Conversely, low levels of commitment lead to a lack of emotional engagement, decreased motivation, and negatively impacting performance.

These results align with research by Rizal et al. (2023) and Pradana et al. (2023), which states that organizational commitment has a positive relationship with employee performance, where attention to well-being, leadership support, and work facilities make employees feel valued and more motivated to achieve targets.

2. The Influence of Work Motivation on Employee Performance

The results of the hypothesis test (H2) show *T-statistic* 2.139 > 1.96, *original sample* 0.463 positive, and *P-Value* <0.05, indicating that work motivation has a positive and significant effect on employee performance. Work motivation is reflected in the need for achievement (high enthusiasm to achieve targets), the need for affiliation (building good relationships with coworkers, forming solid teamwork), and the need for power (the urge to demonstrate one's best abilities to be recognized by management).

High motivation makes employees more disciplined, enthusiastic, and focused in completing tasks, thus optimally achieving work targets. Conversely, low motivation decreases work enthusiasm and performance. This finding is supported by research by Suparman et al. (2023) and Hartawan et al. (2024), which states that good work motivation fosters responsibility, a passion for completing tasks on time, and encourages employees to deliver their best work results.

3. The Influence of the Work Environment on Employee Performance

The results of the hypothesis test (H3) show *T-statistic* 0.568 < 1.96, *original sample* 0.107, and *P-Value* > 0.05, indicating that the work environment has a positive but insignificant effect on employee performance. The work environment is measured through physical dimensions (temperature, lighting, humidity, odor) and non-physical dimensions (relationships between coworkers, relationships with superiors, cooperation). PPSU employees are accustomed to working in less than the ideal physical environments, and non-

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physical factors such as cooperative relationships between colleagues are already quite good, so small changes in physical conditions do not have a significant impact on performance.

PPSU fieldwork is routine and requires fixed work standards, so their performance is determined more by organizational commitment, motivation, and personal work ethic than by the comfort of the physical environment. These results differ from those of Ferliani et al. (2022) and Marisya (2022), but align with those of Armansyah (2023) and Sedayu & Rushadiyati (2023), who stated that the work environment does not significantly impact performance.

CONCLUSION

This study aims to analyze variouspredefined variables. The research results were obtained from PPSU employees in XYZ Subdistrict.Based on the research results, it was obtaineda number ofthe following conclusions:

1. Organizational commitment has an influence thatpositive and significant impact on employee performancePPSU XYZ sub-district. This means that the higherlevel of organizational commitmentowned by employees, thenthe performance of the PPSU employees of XYZ sub-district is also getting better.Employees who have high commitment will feel responsible for their work so they will try harder to achieve work targets optimally.

2. Work motivation has an influenceWhichpositive and significant impact on employee performancePPSU XYZ sub-district. This means increasing work motivation.the high willmakethe higher it getsimproving the performance of PPSU employees in XYZ Village.Employees who have high motivation tend to be more disciplined, enthusiastic, and focused in carrying out their tasks so that they are able to achieve work targets optimally.

3. The work environment haspositive but not significant influence. Thisshows that the work environment is not the main factor influencing the performance of PPSU employees at XYZ Village.Although good working conditions can support comfort, PPSU employees are accustomed to working in less-than-ideal environmental conditions so that their performance is more influenced by internal factors such as organizational commitment and work motivation.

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