

ORGANIZATIONAL COMMITMENT IN MEDIATING THE INFLUENCE OF WORK ENVIRONMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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Abstract

This study aims to analyze the influence of the work environment and job satisfaction on employee performance with organizational commitment as a mediating variable at the Banten Province Energy and Mineral Resources Office. The study used a quantitative approach with a survey method. The study population was all employees of the Banten Province Energy and Mineral Resources Office, with a sample of 113 respondents determined using probability sampling techniques. Data collection was carried out by distributing questionnaires using a five-point Likert scale. Data analysis was carried out using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the help of the SmartPLS 4.0 application. The results showed that the work environment had a positive and significant effect on employee performance and organizational commitment. Job satisfaction had a positive and significant effect on organizational commitment, but did not have a significant direct effect on employee performance. Organizational commitment was proven to have a positive and significant effect on employee performance. In addition, organizational commitment was able to significantly mediate the effect of the work environment on employee performance and the effect of job satisfaction on employee performance. The research findings confirm that organizational commitment is a strategic variable in improving employee performance by strengthening the influence of the work environment and job satisfaction. Therefore, improving the quality of the work environment, job satisfaction, and strengthening organizational commitment need to be a priority in human resource management to support improving employee performance and organizational effectiveness at the Banten Province Energy and Mineral Resources Service.

Keywords: Work Environment; Job Satisfaction; Organizational Commitment; Employee Performance.

INTRODUCTION

Management is a systematic process of planning, organizing, directing, and controlling all organizational resources to achieve goals effectively and efficiently. In public sector organizations, human resource management is a crucial aspect because employee quality determines the success of public service delivery. Good human resource management can increase organizational productivity by creating a conducive work environment, increasing job satisfaction, and strengthening organizational commitment. Recent research shows that a supportive work environment and high job satisfaction contribute to improved employee performance by fostering strong organizational commitment (Victoria, 2024; Susanti et al., 2025).

Employee performance is a key indicator of an organization's success in achieving strategic goals. In government agencies, performance is measured not only by the quantity of work, but also by the quality of work results, timeliness, effectiveness, discipline, responsibility, and the ability to work collaboratively. High-performing employees are able to provide public services that are professional, accountable, and responsive to community needs. Conversely, declining performance will impact organizational effectiveness and the achievement of work program targets (Ekhsan, 2024; Dewi et al., 2024).

The Banten Province Energy and Mineral Resources Agency, as a regional agency tasked with managing energy and mineral resources, is required to have professional and high-performing personnel. Based on the 2025 performance assessment, most indicators are in the good category, but work quality only reached 78%, responsibility 80%, and work discipline 82%, so there is still a gap between the organization's target of 100% and actual achievement. The preliminary survey results from 2023-2025 also showed an increase in performance each

year, but several indicators have not yet reached the very good category, so ongoing improvement efforts are still needed.

Various studies have shown that employee performance is influenced by the work environment, job satisfaction, and organizational commitment. A safe, comfortable work environment supported by harmonious working relationships can increase employee productivity. Conversely, a less conducive work environment can reduce motivation and work effectiveness (Wahyudi et al., 2024). Job satisfaction is also a crucial factor because employees who are satisfied with their jobs tend to demonstrate higher loyalty, enthusiasm, and responsibility (Dzulhaq & Firdaus, 2024). Furthermore, organizational commitment acts as a bridge that strengthens the influence of the work environment and job satisfaction on improving employee performance (Ekhsan, 2024; Rahmawati & Swasti, 2025).

The survey results revealed several issues still affecting employee performance at the Banten Province Energy and Mineral Resources Office. These issues include a less-than-conducive work environment due to suboptimal inter-sectoral coordination and uneven workload distribution. Furthermore, employee job satisfaction is still affected by limited recognition for achievement and career development opportunities. These conditions have resulted in less than optimal organizational commitment, thus requiring improvements in work quality, discipline, responsibility, and employee performance target achievement.

Previous research has shown that the relationship between the work environment, job satisfaction, organizational commitment, and employee performance remains a relevant issue in human resource management studies. Research by Daslim et al. (2023) demonstrated that the work environment positively influences organizational commitment. This finding is supported by Dzulhaq and Firdaus (2024), who stated that a conducive work environment increases employee job satisfaction. Furthermore, Ekhsan (2024) found that organizational commitment influences employee performance through job satisfaction. Research by Susanti et al. (2025) also demonstrated that the work environment, professionalism, and organizational commitment increase employee job satisfaction, while Rahmawati and Swasti (2025) emphasized that organizational commitment is influenced by leadership, organizational culture, and job satisfaction, thus contributing to improved employee performance.

Although various studies have demonstrated a relationship between the work environment, job satisfaction, and organizational commitment with employee performance, previous research findings remain inconsistent. Daslim et al. (2023) and Ekhsan (2024) found a positive effect of organizational commitment on performance, while several other studies prioritized job satisfaction as the primary mediating variable. Furthermore, most studies were conducted in the private sector or in different government agencies, thus not providing a specific picture of the Banten Province Energy and Mineral Resources Office.

The novelty of this research lies in the development of a model that places organizational commitment as a mediating variable in the relationship between the work environment and job satisfaction on employee performance at the Energy and Mineral Resources Agency of Banten Province. This research not only enriches the study of human resource management in the public sector, but also provides empirical evidence in the context of local government organizations that have different bureaucratic characteristics, work systems, and public service demands compared to organizations in previous studies.

LITERATURE REVIEW

Human Resource Management

Human resource management is the process of planning, organizing, developing, compensating, maintaining, and evaluating the workforce to ensure they are able to optimally contribute to achieving organizational goals. Effective HRM implementation can improve employee productivity, motivation, and performance quality by managing a conducive work environment and fostering organizational satisfaction and commitment. Therefore, HRM is a key foundation for improving the effectiveness of public sector organizations (Muslihat et al., 2023; Wahyudi et al., 2024).

Work environment

The work environment encompasses all physical and non-physical conditions surrounding employees that influence their work performance. A safe, comfortable, and harmonious work environment, supported by adequate facilities, can increase employee motivation, job satisfaction, and productivity. Conversely, a less conducive work environment can hinder work completion and reduce performance quality. Therefore, organizations need to create a work environment that supports the achievement of organizational goals (Daslim et al., 2023; Yolandra & Septiani, 2025).

Job Satisfaction

Job satisfaction is an emotional state that reflects an employee's positive feelings about their job, including rewards, work relationships, and career development opportunities. Employees with high levels of job satisfaction tend to demonstrate greater motivation, loyalty, and responsibility in carrying out their duties. Job satisfaction also plays a crucial role in increasing organizational commitment, thus positively impacting sustainable employee performance (Victoria, 2024; Susanti et al., 2025).

Organizational Commitment

Organizational commitment is the level of psychological attachment an employee has to an organization, reflected in loyalty, a sense of belonging, and a willingness to contribute their best to the organization. Employees with high organizational commitment tend to be more disciplined, responsible, and oriented toward achieving organizational goals. Organizational commitment also serves as a mediating variable that strengthens the relationship between the work environment, job satisfaction, and employee performance (Ekhsan, 2024; Rahmawati & Swasti, 2025).

Thinking Framework

The Influence of Work Environment on Employee Performance

A comfortable, safe, and conducive work environment will support employees in carrying out their tasks effectively, thereby improving the quality, quantity, and timeliness of work completion. Good working conditions can also increase employee motivation and productivity. These findings are supported by Wahyudi et al. (2024), who stated that the work environment influences employee performance, and Yolandra and Septiani (2025), who found that the work environment can significantly improve employee performance.

H₁: It is suspected that the work environment has a positive influence on employee performance at the Energy and Mineral Resources Service of Banten Province.

The Influence of Job Satisfaction on Employee Performance

Job satisfaction reflects employees' positive feelings about their work, thus encouraging enthusiasm, responsibility, and productivity in completing tasks. Satisfied employees will strive to deliver their best work results to achieve organizational goals. This relationship is supported by Victoria (2024), who stated that job satisfaction improves employee performance, and Susanti et al. (2025), who demonstrated that job satisfaction contributes to improved performance quality through better working conditions.

H₂: It is suspected that job satisfaction has a positive influence on employee performance at the Energy and Mineral Resources Service of Banten Province.

The Influence of Work Environment on Organizational Commitment

A supportive work environment creates a sense of comfort, increases loyalty, and strengthens employees' emotional attachment to the organization. Employees who work in a harmonious atmosphere tend to have higher organizational commitment, thus being encouraged to make maximum contributions. This statement is supported by Daslim et al. (2023), who found a positive influence of the work environment on organizational commitment, and Susanti et al. (2025), who demonstrated that the work environment supports the formation of employee commitment.

H₃: It is suspected that the work environment has a positive influence on organizational commitment at the Energy and Mineral Resources Service of Banten Province.

The Influence of Job Satisfaction on Organizational Commitment

Employees who experience job satisfaction, recognition, and career development opportunities will have a stronger sense of belonging and loyalty to the organization. Job satisfaction is a crucial factor in building organizational commitment because it creates emotional attachment within employees. This finding is supported by Rahmawati and Swasti (2025), who explain that job satisfaction influences organizational commitment, and Astuti (2023), who demonstrates that job satisfaction strengthens employee commitment.

H₄: It is suspected that job satisfaction has a positive influence on organizational commitment at the Energy and Mineral Resources Service of Banten Province.

The Influence of Organizational Commitment on Employee Performance

Organizational commitment reflects employee loyalty and willingness to contribute optimally to achieving organizational goals. Employees with high commitment tend to be more disciplined, responsible, and productive, resulting in better performance. This relationship is supported by Ekhsan (2024), who demonstrated that organizational commitment improves employee performance, and Risambessy et al. (2022), who demonstrated that organizational commitment positively influences employee performance.

H₅: It is suspected that organizational commitment has a positive influence on employee performance at the Energy and Mineral Resources Service of Banten Province.

The Influence of Organizational Commitment in Mediating the Work Environment on Employee Performance

A positive work environment not only directly improves performance but also strengthens employees' organizational commitment. High commitment encourages employees to work more responsibly, disciplined, and productively, thus optimizing performance. This mediating role is supported by Risambessy et al. (2022), who stated that organizational commitment mediates the relationship between various organizational factors and performance, and Ekhsan (2024), who emphasized the importance of organizational commitment as a mechanism for improving employee performance.

H₆: It is suspected that organizational commitment has a positive influence in mediating the work environment on employee performance at the Energy and Mineral Resources Service of Banten Province.

The Influence of Organizational Commitment in Mediating Job Satisfaction on Employee Performance

Job satisfaction can increase employees' emotional attachment to the organization, thus forming a strong organizational commitment. This commitment then encourages employees to deliver their best performance through increased responsibility, loyalty, and dedication to the organization. This relationship is supported by Ekhsan (2024), who demonstrated that organizational commitment mediates the effect of job satisfaction on performance, and Astuti (2023), who explained that job satisfaction improves performance by strengthening organizational commitment.

H₇: It is suspected that organizational commitment has a positive influence in mediating job satisfaction on employee performance at the Energy and Mineral Resources Service of Banten Province.

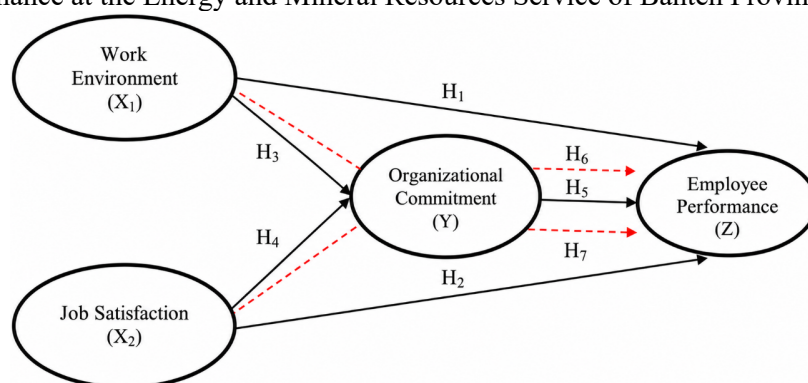


Figure 1. Thinking Framework

METHOD

This study uses a quantitative approach because it aims to empirically test the causal relationship between the work environment, job satisfaction, organizational commitment, and employee performance through statistical analysis. This approach allows for objective measurement of variables using structured instruments, thus ensuring high levels of reliability and validity. Quantitative methods are also suitable for testing mediation models using Structural Equation Modeling-Partial Least Squares (PLS-SEM), which can analyze direct and indirect relationships between latent variables (Hair et al., 2024; Ringle et al., 2023).

Research Design

This study employed a descriptive and verification research design with a survey approach. The descriptive design was used to describe the work environment, job satisfaction, organizational commitment, and employee

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performance, while the verification design aimed to test hypotheses regarding the influence between variables. Data were collected once (cross-sectionally) through questionnaires distributed to respondents, then analyzed using SmartPLS 4. This approach was deemed effective in explaining the structural relationships between research variables (Hair et al., 2024; Sarstedt et al., 2024).

Time and Place of Research

The research was conducted at the Banten Province Energy and Mineral Resources Office, located in the Banten Provincial Government Center (KP3B) in Serang City. The location was selected based on its suitability to the research focus on human resource management in government agencies. The research lasted four months, from April 13 to July 31, 2026, encompassing instrument development, data collection, data analysis, and systematic preparation of the research report (Creswell & Creswell, 2023; Hair et al., 2024).

Population and Sample

The study population consisted of all 113 civil servants at the Banten Province Energy and Mineral Resources Agency. Given the relatively small and easily accessible population, the study employed a saturated sampling technique (total sampling), allowing all members of the population to be sampled. This technique provides the opportunity to obtain more representative data because the entire population participated as respondents (Sugiyono, 2023; Ghozali, 2022).

Data Collection Techniques

Data collection used primary data through the distribution of a questionnaire with a five-level Likert scale and direct observation of the work environment. The questionnaire was used to measure respondents' perceptions of the work environment, job satisfaction, organizational commitment, and employee performance. Observations were conducted as supporting data to obtain a factual picture of work activities and organizational conditions, thereby strengthening the results of the quantitative analysis (Creswell & Creswell, 2023; Hair et al., 2024).

Data Analysis

Data analysis was carried out using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach. The analysis stages included descriptive statistics, outer model testing, inner model testing, coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), bootstrapping hypothesis testing, and mediation analysis. This method was chosen because it can accommodate complex research models and provides stable estimates of the relationships between latent variables (Hair et al., 2024; Ringle et al., 2023).

RESEARCH RESULTS AND DISCUSSION

Research result

Measurement Model Analysis Results (Outer Model)

The analysis of the research results was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach with the assistance of the SmartPLS 4.0 application. The analysis stage begins with evaluating the measurement model (outer model) to ensure that all indicators used have met the requirements of validity and reliability. Next, the structural model testing (inner model) was carried out to determine the magnitude of the influence between variables and test the research hypotheses regarding the work environment, job satisfaction, organizational commitment, and employee performance at the Energy and Mineral Resources Office of Banten Province.

Table 1. Validity Test Results (Convergent Validity of All Variables)

Variables	Indicator	Loading Factor	Information
Work environment	LK1	0,974	Valid
	LK2	0,967	Valid
	LK3	0,962	Valid
	LK4	0,978	Valid
	LK5	0,941	Valid
	LK6	0,829	Valid
	LK7	0,840	Valid
	LK8	0,949	Valid
Job Satisfaction	KK1	0,883	Valid

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Variables	Indicator	Loading Factor	Information
	KK2	0,760	Valid
	KK3	0,837	Valid
	KK4	0,894	Valid
	KK5	0,920	Valid
	KK6	0,827	Valid
	KK7	0,980	Valid
	KK8	0,802	Valid
Organizational Commitment	KO1	0,871	Valid
	KO2	0,932	Valid
	KO3	0,865	Valid
	KO4	0,911	Valid
	KO5	0,963	Valid
	KO6	0,947	Valid
	KO7	0,961	Valid
	KO8	0,968	Valid
Employee Performance	KP1	0,973	Valid
	KP2	0,928	Valid
	KP3	0,899	Valid
	KP4	0,821	Valid
	KP5	0,961	Valid
	KP6	0,963	Valid
	KP7	0,868	Valid
	KP8	0,959	Valid

Source: Output SmartPLS 4.0 (2026)

The table above shows that all indicators have loading factor values greater than 0.70. The highest loading values are found in indicators LK4 (0.978) and KK7 (0.980), while the lowest value is found in indicator KK2 (0.760). All indicators have met the convergent validity criteria, thus effectively representing the constructs being measured. These results indicate that the research instrument has a very high level of validity, allowing all indicators to be retained and used in subsequent analyses without any indicator elimination.

Table 2. Hasil Average Variance Extracted (AVE)

Variables	AVE	$\sqrt{\text{AVE}}$	Information
Work environment	0,868	0,931	Valid
Job Satisfaction	0,749	0,865	Valid
Organizational Commitment	0,861	0,928	Valid
Employee Performance	0,852	0,923	Valid

Source: Output SmartPLS 4.0 (2026)

The Average Variance Extracted value for all constructs is above the minimum limit of 0.50. These results indicate that each construct is able to explain more than 50% of the variance of the indicators that form it. The highest AVE value was obtained by the Work Environment variable at 0.868, while the lowest AVE value was found in Job Satisfaction at 0.749. Thus, all constructs meet the requirements of convergent validity, so the measurement model is declared suitable for use in structural analysis.

Table 3. Hasil Discriminant Validity (Cross Loading)

Variables	Cross Loading Value	Information
Work environment	0,829-0,978	Valid
Job Satisfaction	0,760-0,980	Valid
Organizational Commitment	0,865-0,968	Valid
Employee Performance	0,821-0,973	Valid

Source: Output SmartPLS 4.0 (2026)

Based on the cross-loading results, it was found that each indicator had the largest loading value on the measured construct compared to other constructs. This finding demonstrates that there is no measurement overlap between variables, thus meeting discriminant validity. Therefore, each indicator is able to clearly differentiate the

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latent construct, ensuring that the research instrument has good discriminatory capabilities in explaining the characteristics of each research variable.

Table 4. Composite Reliability Results

Variables	Composite Reliability	Information
Work environment	0,981	Reliable
Job Satisfaction	0,960	Reliable
Organizational Commitment	0,978	Reliable
Employee Performance	0,977	Reliable

Source: Output SmartPLS 4.0 (2026)

The test results showed that all variables achieved Composite Reliability values above 0.70. This value indicates that all indicators have excellent internal consistency in measuring their respective latent constructs. In fact, all values were above 0.95, indicating a very high level of reliability. Therefore, the research instrument is declared to have excellent consistency and is suitable for use in testing the relationships between variables in the structural model.

Table 5. Cronbach's Alpha Results

Variables	Cronbach's Alpha	Information
Work environment	0,978	Reliable
Job Satisfaction	0,951	Reliable
Organizational Commitment	0,977	Reliable
Employee Performance	0,975	Reliable

Source: Output SmartPLS 4.0 (2026)

The Cronbach's Alpha values for all variables exceeded the minimum threshold of 0.70, indicating that all indicators had excellent internal consistency. These results reinforce the Composite Reliability findings, indicating that the research instrument met reliability requirements. Therefore, all items were able to produce stable, consistent, and reliable measurements when used on respondents with similar characteristics.

Structural Model Analysis Results (Inner Model)

After the measurement model (outer model) is declared to meet the validity and reliability requirements, the next stage is to evaluate the structural model (inner model). This analysis aims to determine the model's ability to explain the relationship between latent variables through the coefficient of determination (R^2), path coefficient (Path Coefficient), effect size (Effect Size/ f^2), and the level of model suitability using Goodness of Fit (GoF) and Predictive Relevance (Q^2). The results of the analysis provide an overview of the model's strength in explaining the influence of the work environment and job satisfaction on employee performance through organizational commitment.

Table 6. Results of the Coefficient of Determination (R-Square)

Endogenous Variables	R-Square	R-Square Adjusted	Category
Organizational Commitment	0,953	0,952	Very strong
Employee Performance	0,968	0,967	Very strong

Source: Output SmartPLS 4.0 (2026)

Based on the R-Square test results, a value of 0.953 was obtained for the Organizational Commitment variable. This indicates that 95.3% of the variation in organizational commitment can be explained by the work environment and job satisfaction, while the remaining 4.7% is influenced by other factors outside the research model. Furthermore, the R^2 value for Employee Performance of 0.968 indicates that 96.8% of the variation in employee performance is explained by the work environment, job satisfaction, and organizational commitment. This value is categorized as substantial, so the model has excellent predictive ability.

Table 7. Path Coefficient Results

Relationship between variables	Coefficient	T-Statistic	P-Value	Results
Work Environment → Employee Performance	0,531	3,828	0,000	Significant
Work Environment → Organizational Commitment	0,651	6,598	0,000	Significant
Job Satisfaction → Employee Performance	-0,104	1,250	0,212	Not Significant
Job Satisfaction → Organizational Commitment	0,337	3,427	0,001	Significant
Organizational Commitment → Employee Performance	0,561	3,813	0,000	Significant
Job Satisfaction → Organizational Commitment → Employee Performance	0,189	2,486	0,013	Significant
Work Environment → Organizational Commitment → Employee Performance	0,365	3,394	0,001	Significant

Source: Output SmartPLS 4.0 (2026)

The table above shows that the six inter-variable relationships have a positive and significant influence. The largest influence is shown by the relationship between the Work Environment and Organizational Commitment with a coefficient of 0.651, while the relationship between Job Satisfaction and Employee Performance is not significant because the T-statistic value is 1.250 and P-value is 0.212. These results indicate that increasing job satisfaction does not directly improve employee performance, but requires organizational commitment as a mediating mechanism.

Table 8. Goodness of Fit Model Results

Indicator	Mark	Interpretation
Q ² Predictive Relevance	0,998	Very good
Installment-installment AVE	0,832	High
Rate-R ²	0,961	Very high
Goodness of Fit (GoF)	0,935	Very good
Effect Size Dominan (f ²)	0,937	Big

Source: Output SmartPLS 4.0 (2026)

The test results show a Q² value of 0.998, meaning the model has a 99.8% predictive ability for endogenous variables. The GoF value of 0.935 also indicates that the model has met the criteria for excellent goodness of fit because it is far above the minimum limit of 0.36. Furthermore, the largest effect size value is found in the relationship between Work Environment and Organizational Commitment (f² = 0.937). so it can be concluded that the work environment is the variable that provides the greatest contribution in forming employee organizational commitment.

Hypothesis Testing Results

The results of hypothesis testing using the SEM-PLS method with bootstrapping techniques indicate that the work environment has a positive and significant effect on employee performance and organizational commitment. Conversely, job satisfaction does not have a significant direct effect on employee performance. However, job satisfaction has been shown to significantly increase organizational commitment, and organizational commitment also has a positive effect on employee performance. Furthermore, organizational commitment is able to mediate the influence of the work environment and job satisfaction on employee performance. These findings confirm that organizational commitment is a strategic factor that strengthens the relationship between variables. Therefore, improving the quality of the work environment and job satisfaction will be more effective if accompanied by efforts to strengthen employee commitment to the organization.

Discussion

This research discussion is based on the results of Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis using SmartPLS 4.0. Interpretation is carried out by linking empirical findings to theories of organizational behavior, human resource management, and previous research results. The discussion also explains how the work environment, job satisfaction, and organizational commitment contribute to improving employee

performance at the Energy and Mineral Resources Office of Banten Province, both through direct influence and indirect influence as mediating variables.

1. The Influence of Job Satisfaction on Employee Performance

The results of the hypothesis testing indicate that job satisfaction does not significantly influence employee performance. This is evidenced by a path coefficient value of -0.104, a t-statistic of 1.250, and a p-value of 0.212, thus rejecting the hypothesis. This finding indicates that increased job satisfaction is not necessarily followed by a direct increase in employee performance. This condition can be explained by the characteristics of public sector organizations that have a work system based on regulations, operational standards, and predetermined performance targets. Employees are still required to achieve targets even though their levels of job satisfaction vary. Thus, job satisfaction has a greater influence on employee psychological aspects than direct work results. The results of this study are in line with Rahman's research, Suryadi, and Putri (2024) who found that job satisfaction does not always improve government employee performance when the bureaucratic system already has strict performance standards. However, this finding differs from research by Prasetyo and Lestari (2023), which found that job satisfaction positively influences private sector employee performance due to the flexibility of reward and promotion systems. This difference suggests that organizational characteristics are a significant factor in determining the strength of the relationship between job satisfaction and employee performance.

2. The Influence of Job Satisfaction on Organizational Commitment

The results of the study prove that job satisfaction has a positive and significant effect on organizational commitment with a coefficient value of 0.337, a t-statistic of 3.427, and a p-value of 0.001. This means that the higher the job satisfaction felt by employees, the higher their commitment to the organization. Satisfaction with work, relationships with leaders, development opportunities, rewards, and working conditions will foster a sense of belonging to the organization so that employees are encouraged to maintain their membership and make the best contribution to the organization. From the perspective of Meyer and Allen's theory, job satisfaction can increase affective commitment because employees have an emotional bond with the organization. The results of this study support the research of Kurniawan, Hidayat, and Arifin (2024) which states that job satisfaction is a major factor in forming organizational commitment in government agencies. Research Wahyuni and Nugroho (2025) also explains that employees who are satisfied with their jobs have higher levels of loyalty and commitment to the organization. Therefore, increasing job satisfaction through reward systems, career development, and harmonious working relationships is an important strategy for strengthening organizational commitment.

3. The Influence of Organizational Commitment on Employee Performance

Hypothesis testing shows that organizational commitment has a positive and significant effect on employee performance with a path coefficient of 0.561, a t-statistic of 3.813, and a p-value of 0.000. These results indicate that the higher the organizational commitment, the better the employee performance. Employees with high commitment will demonstrate loyalty, discipline, responsibility, and a willingness to work beyond the formal demands of their jobs. They not only complete tasks according to standards but also strive to provide the best results for the organization. The magnitude of this influence is also supported by the effect size value of 0.464, which is categorized as large, so organizational commitment is one of the dominant variables in the research model. This finding is consistent with research by Sari, Fitriani, and Yuliana (2023) which concluded that organizational commitment increases the productivity of state civil servants by increasing responsibility and work loyalty. Research by Fauziah and Abdullah (2025) also proved that employees with high organizational commitment have better performance compared to employees with low organizational commitment. employees with low levels of commitment. Thus, increasing organizational commitment is an important strategy in improving the effectiveness of government organizations.

4. The Influence of Work Environment on Employee Performance

The analysis results show that the work environment has a positive and significant effect on employee performance. The coefficient value of 0.531, t-statistic of 3.828, and p-value of 0.000 indicate that the hypothesis is accepted. A safe, comfortable, clean work environment, supported by adequate facilities, and harmonious work relationships can increase employee motivation and productivity. Employees who work in a conducive environment tend to be more focused on completing their work, have lower stress levels, and are able to work effectively and efficiently. In addition, the effect size value of 0.474 indicates that the work environment makes a significant contribution to improving employee performance. This finding strengthens the theory of organizational behavior which states that the condition of the work environment is an external factor

that influences individual work behavior. The results of this study are in line with the research of Putra and Handayani (2024) who found that the quality of the work environment increases the productivity of government officials by increasing work comfort. Research by Nurhayati et al. (2025) also stated that the physical and non-physical work environment are the main determinants of improving employee performance in public sector organizations.

5. The Influence of Work Environment on Organizational Commitment

The results of the hypothesis testing indicate that the work environment has a positive and significant effect on organizational commitment, as indicated by a path coefficient of 0.651, a t-statistic of 6.598, and a p-value of 0.000. This finding proves that the better the work environment perceived by employees, the higher their organizational commitment. A comfortable, safe work environment, supported by adequate facilities, and harmonious interpersonal relationships will foster a sense of belonging to the organization. Employees will feel appreciated, receive support in carrying out their duties, and have confidence that the organization cares about their well-being. These conditions encourage the formation of affective, normative, and continuance commitment as stated in Meyer and Allen's theory. The effect size (f^2) value of 0.937 indicates that the work environment is a variable that provides The greatest contribution to shaping organizational commitment in this research model. The results of this study align with those of Yusuf and Rahmawati (2024), who concluded that the work environment is the primary determinant of organizational commitment in government agencies. Research by Saputra, Nugroho, and Lestari (2025) also demonstrated that the more conducive the work environment, the higher the employee loyalty. towards the organization. Thus, improving the quality of the work environment is an important strategy in building sustainable employee commitment.

6. The Influence of Job Satisfaction on Employee Performance through Organizational Commitment

The results of the indirect effect analysis indicate that organizational commitment mediates the influence of job satisfaction on employee performance. The indirect effect coefficient value of 0.189, t-statistic of 2.486, and p-value of 0.013 indicate that the effect is significant. This finding indicates that job satisfaction cannot directly improve employee performance, but first increases organizational commitment, which then drives performance improvement. In other words, employees who are satisfied with their jobs will have stronger loyalty, a sense of belonging, and attachment to the organization, thus being encouraged to provide more optimal work contributions. These results indicate that organizational commitment acts as a full mediator, because the direct effect of job satisfaction on performance is insignificant, while the indirect effect through organizational commitment is significant. These findings are in line with research by Prabowo and Hidayat (2023), which explains that job satisfaction improves performance through increased organizational commitment. Research by Aulia and Kurniawan (2024) also found that organizational commitment is a psychological mechanism that bridges the relationship between job satisfaction and performance. public sector employees. Therefore, organizations need to increase job satisfaction while strengthening employee commitment so that increased satisfaction can be translated into tangible performance improvements.

7. The Influence of Work Environment on Employee Performance through Organizational Commitment

The results of the study indicate that organizational commitment is able to mediate the influence of the work environment on employee performance with a coefficient value of 0.365, a t-statistic value of 3.394, and a p-value of 0.001. These results prove that the work environment not only improves performance directly, but also through increased organizational commitment. A safe, comfortable, harmonious, and supportive work environment will increase a sense of belonging to the organization, thus encouraging employees to work more responsibly, disciplined, and productively. In this study, organizational commitment acts as a partial mediator, because both direct and indirect effects are significant. This indicates that some of the influence of the work environment on performance occurs through increased organizational commitment, while others occur directly through increased comfort and work effectiveness. This finding is consistent with the research of Firmansyah, Hidayati, and Putra (2024) which states that organizational commitment strengthens the relationship between the work environment and employee performance. Research by Sutrisno and Lestari (2025) also concluded that a conducive work environment can increase employee loyalty, thereby impacting the quality of organizational performance. Therefore, the Department of Energy and Mineral Resources Banten Province needs to continue to create a quality work environment by providing adequate facilities, effective communication, supportive leadership, and a collaborative organizational culture so that organizational commitment is strengthened and able to improve employee performance in a sustainable manner.

CONCLUSION

Based on the results of the analysis using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the help of SmartPLS 4.0 on 113 respondents, this study shows that the work environment and organizational commitment are the main factors that influence employee performance at the Department of Energy and Mineral Resources of Banten Province. The test results prove that the work environment has a positive and significant effect on employee performance ($\beta = 0.531$; $t = 3.828$; $p = 0.000$) and on organizational commitment ($\beta = 0.651$; $t = 6.598$; $p = 0.000$). Job satisfaction is proven to have a positive and significant effect on organizational commitment ($\beta = 0.337$; $t = 3.427$; $p = 0.001$), but does not have a significant direct effect on employee performance ($\beta = -0.104$; $t = 1.250$; $p = 0.212$).

Organizational commitment has a positive and significant effect on employee performance ($\beta = 0.561$; $t = 3.813$; $p = 0.000$), thus becoming an important factor in improving the quality of apparatus performance. Testing the indirect effect shows that organizational commitment is able to mediate the effect of job satisfaction on employee performance ($\beta = 0.189$; $t = 2.486$; $p = 0.013$) and mediate the effect of the work environment on employee performance ($\beta = 0.365$; $t = 3.394$; $p = 0.001$). These results confirm that improving employee performance is not only determined by the creation of a conducive work environment and increased job satisfaction, but also by the organization's success in building employee commitment. Thus, organizational commitment is a strategic variable that strengthens the relationship between the work environment and job satisfaction with employee performance, so it needs to be a primary focus in human resource development policies at the Banten Province Energy and Mineral Resources Office.

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