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Organizational Commitment As A Mediator Of The Influence Of Organizational Culture And Work Environment On Employee Performance At The Padang City Environmental Agency

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Abstract: Employee performance is a crucial factor in determining the effectiveness of public service delivery. Organizational culture and the work environment are believed to play a role in enhancing employee performance; however, the mechanisms underlying these relationships have yielded mixed results, particularly within public sector organizations. This study aims to analyze the impact of organizational culture and the work environment on employee performance, with organizational commitment serving as a mediating variable, at the Padang City Environmental Agency. A quantitative approach with an explanatory design is employed. Primary data will be collected via questionnaires distributed to the agency's employees using a five-point Likert scale. Sampling techniques will be tailored to the population size: a census method (total sampling) will be used if the entire population serves as respondents, whereas probability sampling will be applied if the population is large. Data analysis will be conducted using Structural Equation Modeling–Partial Least Squares (PLS-SEM). The study anticipates findings showing that employees working within a strong organizational culture and a conducive work environment will exhibit higher levels of organizational commitment, ultimately driving improvements in performance quality, quantity, timeliness, and effectiveness. This research is expected to enrich human resource management literature in the public sector while offering recommendations to the Padang City Environmental Agency for formulating policies that strengthen organizational culture, foster a conducive work environment, and boost organizational commitment to support enhanced employee performance. Furthermore, the findings are expected to have implications for the development of community empowerment programs.

Keywords: organizational culture; work environment; organizational commitment; employee performance

I. introduction

Employee performance is one of the main indicators of an organization's success in achieving strategic goals and providing quality services to the community. In public sector organizations, improving employee performance is an important agenda because it is directly related to the effectiveness of government administration, public accountability and public satisfaction with the services provided. Demands for bureaucratic reform, digitalization of public services, as well as increasing public expectations for service quality require every government organization to develop a human resource management system that is capable of producing employees who are professional, adaptive, and performance-oriented (2019)[2], (2020)[6], (2022)[4].

The Padang City Environmental Service is a regional organization that has a strategic role in administering government affairs in the environmental sector, waste management, pollution control, environmental conservation, and the development of a circular economy. The successful implementation of this function is highly dependent on the quality of employee performance in planning, implementing, evaluating and supervising various public service programs. Therefore, improving employee performance is a necessity that not only has an impact on organizational effectiveness, but also on environmental quality and community welfare.

From a human resource management perspective, organizational culture and work environment are two important factors that influence employee work behavior. Organizational culture forms values, norms and behavioral patterns that guide work, while a safe, comfortable, healthy and supportive work environment can increase employee motivation, satisfaction and productivity (2017)[11]. However, various studies show that the influence of these two factors on performance is not always direct. This relationship is often influenced by psychological factors that develop within employees, one of which is organizational commitment (2002)[10].

Organizational commitment reflects the level of emotional attachment, sense of belonging, and employee willingness to remain part of the organization and provide the best contribution to achieving organizational goals. Based on the Three-Component Model of Organizational Commitment theory (1991)[9], employees who have high affective, sustainable and normative commitment tend to show better levels of discipline, loyalty and performance than employees with low commitment. Therefore, organizational commitment is seen as a mechanism that explains how organizational culture and work environment can be translated into increased performance.

Although the relationship between organizational culture, work environment, organizational commitment and employee performance has been widely researched, the results of previous research still show inconsistencies. Some studies report that organizational culture and work environment have a direct influence on employee performance, while other studies find that this influence is stronger through organizational commitment as a mediating variable. These differences in results indicate that there is still an empirical gap regarding the mechanism of the relationship between variables, especially in public sector organizations which have bureaucratic characteristics, decision-making systems and service orientation that are different from business organizations (2023)[7].

Apart from that, most of the previous research was conducted in manufacturing companies, the service sector, banking, hospitals and educational institutions. Research that specifically examines the role of organizational commitment as a mediating mechanism in local government organizations, especially the Environmental Service, is still relatively limited. This condition shows that there is a contextual gap which provides an opportunity to develop empirical evidence in public sector organizations in Indonesia (2023)[11].

This research also has relevance to the development of cooperatives, micro, small and medium enterprises (MSMEs), as well as sustainable entrepreneurship. The Environmental Service has an important role in supporting community-based waste management, development of waste banks, circular economy, and green entrepreneurship, which involves cooperatives and MSMEs in recycling activities, waste processing, and sustainable use of resources. High employee performance will increase the effectiveness of the empowerment program thereby supporting the creation of a more productive, environmentally friendly and competitive business ecosystem Thus, strengthening organizational culture, creating a conducive work environment, and increasing organizational commitment not only provide internal benefits for the organization.

This research is based on Social Exchange Theory (SET) proposed (1964)[5]. This theory explains that the relationship between an organization and employees is based on the principle of reciprocity (1964)[5]. When an organization provides a conducive work environment, positive organizational culture, and adequate support, employees will reciprocate through positive attitudes, such as increased commitment to the organization and better performance. Thus, organizational commitment becomes a mechanism that explains how organizational factors influence employee behavior and performance.

Organizational culture is a system of values, beliefs, norms and basic assumptions shared by members of an organization so that it becomes a guide in thinking and acting (2021)[13]. A strong organizational culture is able to build work behavior that is disciplined, collaborative, innovative and service-oriented, thereby contributing to improving employee performance (2020)[1], (2023)[12].

Various empirical studies show that organizational culture has a positive influence on employee performance. (2023)[7] found that organizational culture contributes to improving employee performance through job satisfaction as an intervening variable. These findings show that the influence of organizational culture on performance does not always occur directly, but can occur through psychological mechanisms that develop within employees (2015)[3],(2019)[2]

The work environment is the totality of physical and non-physical conditions that influence the performance of an employee's work. A work environment that is safe, comfortable, healthy, and supported by harmonious working relationships will increase employee motivation, satisfaction and productivity (2022)[4]. In public sector organizations, a conducive work environment also plays a role in increasing the effectiveness of services to the community.

Organizational commitment is a psychological state that reflects an employee's attachment to the organization and influences his desire to remain part of the organization (1991)[9], (2002)[10]. Organizational commitment consists of three dimensions, namely affective commitment, sustainable commitment, and normative commitment. Employees who have high commitment tend to show loyalty, responsibility, discipline, and a willingness to make the best contribution to the organization.

Employee performance is the work results achieved by employees in accordance with the duties and responsibilities given within a certain period. Performance is influenced by various factors, both individual factors and organizational factors, such as organizational culture, work environment, motivation, leadership and organizational commitment. (2019)[2].

The relationship between organizational culture, work environment, organizational commitment and employee performance has been studied in various studies. Some studies report that organizational culture and work environment have a direct and significant effect on employee performance. On the other hand, several studies show that this influence is stronger when mediated by psychological variables, such as job satisfaction or organizational commitment (2023)[7]. These differences in results indicate that the mechanism of the relationship between organizational culture, work environment and employee performance is still not fully understood.

In addition, most previous research was conducted in the private sector, such as manufacturing companies, banking, services, hospitals and educational institutions. Research that simultaneously tests the influence of organizational culture and work environment on employee performance through organizational commitment in local government organizations, especially the Environmental Service, is still relatively limited. The characteristics of bureaucracy, decision-making systems, regulations, and public service orientation in government organizations have the potential to produce different relationship patterns compared to the business sector. This condition shows that there is a contextual gap that needs to be answered through this research. Thus, this research not only examines the direct influence of organizational culture and work environment on employee performance, but also explains the mediating mechanism of organizational commitment in this relationship in the context of public sector organizations.

II. RESEARCH METHOD

This research uses a quantitative approach with an explanatory research design. A quantitative approach was chosen because the research aims to test the causal relationship between organizational culture and work environment on employee performance, both directly and indirectly through organizational commitment as a mediating variable. This approach allows objective measurement of variables using structured research instruments as well as hypothesis testing based on inferential statistical analysis.

2.1. Research Design

This research uses a quantitative approach with an explanatory research design. A quantitative approach was chosen because the research aims to test the causal relationship between organizational culture and work environment on employee performance, both

directly and indirectly through organizational commitment as a mediating variable. This approach allows objective measurement of variables using structured research instruments as well as hypothesis testing based on inferential statistical analysis.

Explanatory research design is used to explain causal relationships between variables which are built on theoretical grounds and the results of previous research. In this research, organizational culture and work environment are positioned as independent variables, organizational commitment as a mediating variable, and employee performance as a dependent variable. The research model is designed to test the direct influence and indirect influence (mediation) between variables so that it can explain the mechanism of how organizational culture and work environment influence employee performance.

The research was carried out at the Padang City Environmental Service with the unit of analysis being all employees who met the criteria as research respondents. Data collection was carried out through a survey using a structured questionnaire compiled based on the indicators for each research variable. All indicators are measured using a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree), thus allowing for quantitative measurement of respondents' perceptions.

Through a quantitative approach with PLS-SEM analysis, this research is expected to be able to provide empirical evidence regarding the role of organizational commitment as a mediating mechanism in the relationship between organizational culture, work environment and employee performance at the Padang City Environmental Service. The research findings are expected to contribute to the development of human resource management theory and become the basis for formulating policies to improve employee performance in public sector organizations.

2.2. *Population, Sample, and Data Collection*

The population in this research is all employees who work at the Padang City Environmental Service, consisting of State Civil Apparatus (ASN) and Government Employees with Work Agreements (PPPK), and can be adjusted to organizational policies if they involve contract workers who meet the research criteria. All employees are seen as the unit of analysis because they have a direct connection with the implementation of organizational culture, work environment conditions, level of organizational commitment, and performance achievements. In this study, the population was all employees of the Padang City Environmental Service, totaling 118 people.

Sampling in the research was carried out using the Stratified random sampling method. Stratified random sampling technique is a sampling technique from members of the population using random taking into account the strata (levels) within the members of the population (2012)[14]. The sample determined in this research is 100 employees of the Padang City Environmental Service. Variable measurements are carried out using a Likert Scale, namely: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

The instrument will be tested through validity and reliability tests using the PLS-SEM approach. Convergent validity was evaluated using outer loading and Average Variance Extracted (AVE) values, while construct reliability was evaluated using Composite Reliability and Cronbach's Alpha values. The instrument is declared to meet the requirements if all indicators meet the criteria recommended in the PLS-SEM literature

2.3. Data Analysis Technique

The population in this research is all employees who work at the Padang City Environmental Service, consisting of State Civil Apparatus (ASN) and Government Employees with Work Agreements (PPPK), and can be adjusted to organizational policies if they involve contract workers who meet the research criteria. All employees are seen as the unit of analysis because they have a direct connection with the implementation of organizational culture, work environment conditions, level of organizational commitment, and performance achievements. In this study, the population was all employees of the Padang City Environmental Service, totaling 118 people.

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III. RESULTS AND DISCUSSION

3.1. *Results*

3.1.1. Uji Validitas

Validity test is the extent to which a measuring instrument measures what it wants to measure (2010)[14]. The tests carried out on the outer validity model are as follows:

3.1.1.1. Convergent validity

In evaluating convergent validity from examining individual item reliability, it can be seen from the standardized loading factor. Standardized loading factor describes the magnitude of the correlation between each measurement item (indicator) and its construct. The following is the outer loading value of each indicator in the research variable. (table 1).

Table 1: Outer Loading Results

	Organizational Culture	Work Environment	Organizational Commitment	Performance	Description
BO1	0,823				Valid
BO2	0,798				Valid
BO3	0,744				Valid
BO4	0,774				Valid
BO5	0,708				Valid
BO6	0,898				Valid
BO7	0,732				Valid
BO8	0,755				Valid
BO9	0,831				Valid
BO10	0,846				Valid
BO11	0,839				Valid
BO12	0,793				Valid
BO13	0,931				Valid
BO14	0,849				Valid
LK1		0,700			Valid

LK2		0,701			Valid
LK3		0,902			Valid
LK4		0,823			Valid
LK5		0,704			Valid
LK6		0,724			Valid
LK7		0,703			Valid
LK8		0,707			Valid
KO1			0,798		Valid
KO2			0,859		Valid
KO3			0,825		Valid
KO4			0,701		Valid
KO5			0,700		Valid
KO6			0,518		Invalid
K1				0,700	Valid
K2				0,712	Valid
K3				0,724	Valid
K4				0,685	Invalid
K5				0,748	Valid
K6				0,870	Valid
K7				0,823	Valid
K8				0,701	Valid
K9				0,513	Invalid
K10				0,543	Invalid

Source: SmartPLS 3 output, primary data processed in 2025

Apart from being seen from the loading factor value, Convergent validity can also be seen from the Average Variance Extracted (AVE) value. In this study, the AVE value of each construct variable was above 0.5 (table 2)

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Table 2: *Average Variance Extracted* (AVE)

Description	Average Variance Extracted (AVE)
Organizational Culture	0,657
Work Environment	0,500
Organizational Commitment	0,541
Performance	0,545

Source: SmartPLS 3 output, primary data processed in 2025

The AVE value from the results of subtracting invalid indicators for each variable is as follows:

Table 3 : AVE Value is based on Valid Indicator Test Results

Description	Average Variance Extracted (AVE)
Organizational Culture	0,659
Work Environment	0,587
Organizational Commitment	0,546
Performance	0,547

Source: SmartPLS 3 output, primary data processed in 2025

3.1.1.2. Discriminant Validity

To evaluate the convergence of alternative constructions, it is necessary to consider the external loadings of the indicators and the Average Variance Extracted (AVE) or average variance extracted (2017)[8]. can be seen in the following image: Gambar 1

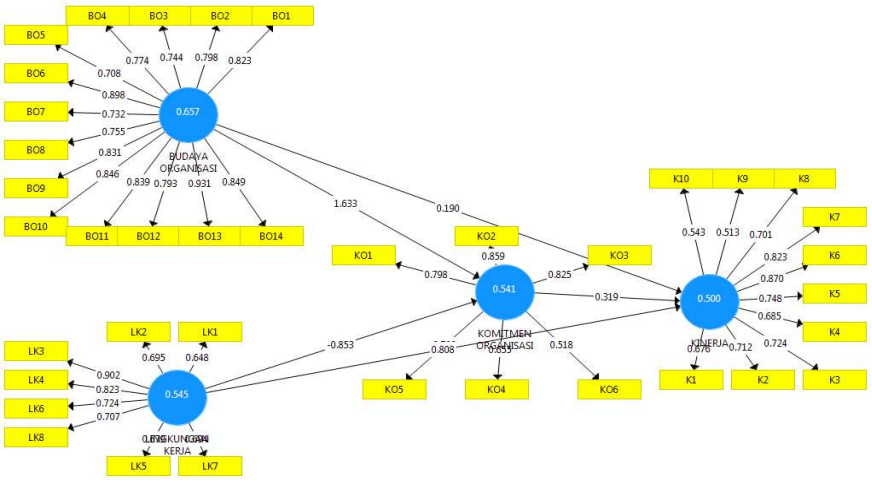


Figure 1: Average Variance Extraccted (AVE)

3.1.2. Reliability

The reliability test in this research is strengthened by Cronbach's alpha with expected values above (>0.60) for all constructs, and composite reliability values above 0.07 (>0.07) have high reliability.

Table 4: Reliability Test Results

Variabel	*Cronbach's Alpha*	*Composite Realibility*	Keterangan
Organizational Culture	0,964	0,964	Reliabel
Work Environment	0,906	0,908	Reliabel
Organizational Commitment	0,857	0,855	Reliabel
Performance	0,909	0,905	Reliabel

Source: SmartPLS 3 output, primary data processed in 2025

3.1.3. Calculating Path Analysis

Path analysis was carried out by calculating the direct and indirect effects as well as the total effect. The results of the path analysis are as follows.

Table 5: Path Analysis Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-statistic (O/STDEV)	*P-Values*
Organizational Culture --> Performance	0,366	0,348	0,118	3,090	0,002
Organizational Culture --> Organizational Commitment	0,854	0,885	0,155	5,507	0,000
Organizational Commitment --> Performance	0,068	0,074	0,065	1,048	0,295
Work Environment --> Performance	0,534	0,547	0,115	4,635	0,000
Work Environment --> Organizational Commitment	-0,092	-0,110	0,181	0,510	0,610
Organizational Culture --> Organizational Commitment --> Performance	0,058	0,068	0,061	0,957	0,339
Work Environment --> Organizational Commitment --> Performance	-0,006	-0,010	0,017	0,369	0,712

Source: SmartPLS 3 output, primary data processed in 2025

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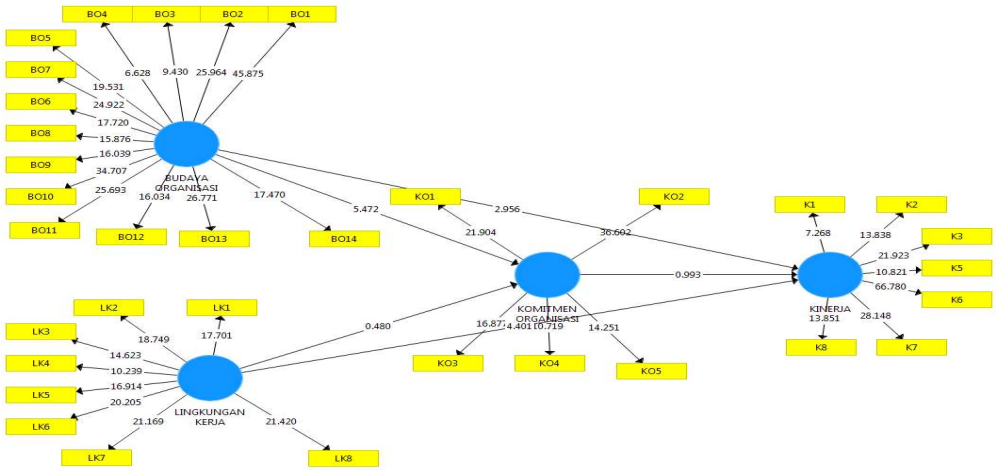


Figure 2: Path Analysis Results

Source: SmartPLS 3 output, primary data processed in 2025

3.2. Discussion

The Influence of Organizational Culture on Organizational Commitment in the Environmental Service of Padang City (testing hypothesis 1) table 5, it was found that organizational culture (X1) had a significant effect on organizational commitment (Z) amounting to 5,507 > 1.96. At a significance level of 0.000, which means it is significant because it is below the required significant value, namely 0.05. So it can be concluded that organizational culture can increase organizational commitment, in other words organizational culture (X1) influences organizational commitment (Z) at the Padang City Environmental Service. This means that organizational culture such as innovation and courage in taking risks will increase the sense of passion for work among DLH employees which has an impact on increasing their sense of belonging to the organization.

The Influence of the Work Environment on Organizational Commitment in the Padang City Environmental Service (Hypothesis 2) table. Based on the results of testing the t hypothesis, it was found that the work environment (X2) did not have a significant effect on organizational commitment (Z) which was 0.510 < 1.96. At a significance level of 0.610, which means it is significant because it is above the required significant value, namely 0.05. So it can be concluded that the work environment cannot increase organizational commitment, in other words the work environment (X2) has no effect on organizational commitment (Z) at the Padang City Environmental Service. This means that workplace buildings are not equipped with air conditioning, the color of the walls is starting to become dull and there is no special parking space far from the office at the Padang City Environmental Service does not reduce employees' enthusiasm for their work.

The Influence of Organizational Commitment on Performance in the Padang City Environmental Service (Hypothesis 3) table 5, it was found that organizational commitment (Z) did not have a significant effect on performance (Y) which was 1.048 < 1.96. At a significance level of 0.295, which means it is significant because it is above the required significant value, namely 0.05. So it can be concluded that organizational commitment cannot improve performance, in other words organizational commitment (Z) has no effect on performance (Y) at the Padang City Environmental Service. This means that the organization is an individual's attachment to the organization he or she enters, where the characteristic of organizational commitment is a person's royal attitude towards the organization, but not all employees have a royal attitude towards their organization so it does not affect their performance results.

The Influence of Organizational Culture on Performance in the Padang City Environmental Service (Hypothesis 4) table 5, it was found that organizational culture (X1) had a significant effect on performance (Y) which was 3.090 > 1.96. At a significance level of 0.002, which means it is significant because it is below the required significant value, namely 0.05. So it can be concluded that

organizational culture can improve performance, in other words organizational culture (X1) influences performance (Y) at the Padang City Environmental Service. This means that the existence of an organizational culture such as attention to details, the extent to which employees carry out revisions, analysis and attention to details will improve the quality of work in completing tasks in accordance with existing standards at the Padang City Environmental Service.

The Influence of the Work Environment on Performance at the Padang City Environmental Service (Hypothesis 5) table 5, it is found that the work environment (X2) has a significant effect on performance (Y) which is 4.635 > 1.96. At a significance level of 0.000, which means it is significant because it is below the required significant value, namely 0.05. So it can be concluded that the work environment can improve performance, in other words the work environment (X2) influences performance (Y) at the Padang City Environmental Service. This means that job satisfaction arises as a result of the work situation in the Padang City Environmental Service, such as the presence of air conditioning, adequate lighting which will increase the quantity and productivity of employees.

The Influence of Organizational Culture Through Organizational Commitment on Performance at the Padang City Environmental Service (Hypothesis 6) table 5, it is found that organizational culture (X1) through organizational commitment (Z) does not have a significant effect on performance (Y) which is 0.957 < 1.96. At a significance level of 0.339, which means it is significant because it is above the required significant value, namely 0.05. So it can be concluded that organizational culture through organizational commitment cannot improve performance, in other words organizational culture (X1) through organizational commitment (Z) has no effect on performance (Y) at the Padang City Environmental Service. This means that existing values, beliefs, assumptions or norms are agreed upon by all employees and there is a psychological bond between employees.

CONCLUSION

This research aims to analyze the influence of organizational culture and work environment on employee performance with organizational commitment as a mediating variable at the Padang City Environmental Service. Based on the conceptual framework and hypothesis testing designed, this research confirms that organizational culture and work environment are strategic factors that influence employee performance improvement, both directly and through organizational commitment as a mediating mechanism. The research findings are expected to show that employees who work in a strong organizational culture and conducive work environment will have a higher level of organizational commitment, which will ultimately encourage increased quality, quantity, timeliness and effectiveness of performance.

Theoretically, this research extends the application of Social Exchange Theory in the context of public sector organizations by showing that organizational commitment acts as a mechanism that explains how organizational culture and work environment translate into increased employee performance. Practically, the results of the research are expected to be input for the Padang City Environmental Service in formulating human resource management policies that are oriented towards improving performance. Strengthening organizational culture, creating a safe and conducive work environment, and developing programs that increase organizational commitment can be strategies for improving the quality of public services. This research has several limitations. First, the research was only conducted on one organization, namely the Padang City Environmental Service, so generalization of the results to other government agencies needs to be done carefully.

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