



The Influence of the Work Environment and Organizational Commitment on the Performance of the State Civil Apparatus at the Regional Education Office of North Sulawesi Province

Kyrieeleison Timothy Laloan¹, Wehelmina Rumawas¹, Leviane J. H. Lotulung¹

¹Graduate Program, Sam Ratulangi University, Indonesia

*Corresponding Author: Kyrieeleison Timothy Laloan

Email: timothylaloan@gmail.com



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Abstract

In an initial survey conducted at the North Sulawesi Provincial Education Office, there were several deficiencies in the work environment, including uneven internet connectivity, outdated equipment, and suboptimal room temperature conditions. This study was quantitative using a cross sectional design, involving 143 ASN with a sample of 60 people selected using a simple random sampling method. Data was collected through questionnaires and observations. The research results show that good working environmental conditions have a positive and significant influence on the performance and organizational commitment of ASN in the service. Based on these findings, it is recommended to improve facilities and infrastructure and create a conducive working atmosphere. This will support the transformation of quality education services, increasing the sense of pride and belonging among employees.

Introduction

Based on North Sulawesi Governor Regulation Number 12 of 2022 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of Regional Apparatus, the Regional Education Office of North Sulawesi Province has the task of assisting the Governor in carrying out mandatory government affairs functions that are the authority of the Provincial Regions. In the regional medium-term planning document in accordance with Regional Regulation Number 4 of 2021, there is a Regional Development Priority Program which is also stated as one of the missions of the Governor and Deputy Governor, namely, Improving the Quality of North Sulawesi People which leads to the quality and competitiveness of human resources, more personality, reflected in increasing access to education at all levels while increasing the average length of schooling.

Efforts to achieve performance are things that need serious attention and take place continuously. Performance achievement is a goal that must be realized in the near term and in the long term. According to Mangkunegara (2011) in Setyowati & Haryani (2016) said that the term performance from the word *job performance* or *actual performance* is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In line with this statement, the Regional Education Office of North Sulawesi Province always provides quality performance accountability through success in carrying out the vision and mission of the Regional Head. In the Regional Government Implementation Report, for 2023, the Performance Achievement of the Regional Education Office shows satisfactory results, where the indicators of Average School Duration, School Length Expectations and Gross High School / Vocational Participation Rate show a successful predicate. As for the Pure Participation Rate, obtaining the title has not been successful.

Quality performance will be obtained if the individual has a representative work environment and high organizational commitment. Therefore, an organization needs to pay attention and regulate the existence of its employees along with their work environment as part of the organization's efforts to improve good performance. If individuals in an organization have high commitment and are supported by a good work environment, then individual and organizational performance can run effectively. Conversely, even though they have quality resources but do not have high organizational commitment and do not have a good work environment, efforts to achieve organizational performance are difficult to realize. Organizations or companies will not be able to maximize goals without skilled, competent and highly dedicated resources (Rumawas, 2018).

According to Yusuf & Syarif (2018) said work commitment in an organization is as employee loyalty or a degree to which an employee identifies with the organization and wants to continue actively participating in the organization. While another opinion by Handoko (2020) employee commitment is driven by fair working environment conditions for employees, the higher employees are valued, the higher the employee's commitment to the company.

Every organization wants its employees to be highly committed. High commitment can encourage employees to work well. Djastuti (2015) identified three factors that affect employee commitment to the organization or company, namely the personal characteristics of workers, including their tenure in the organization, and variations in different needs and desires of each employee. Job traits, such as task identity and opportunities to interact with coworkers. Work experience, such as the reliability of the organization in the past and the way other employees express and talk about their feelings about the organization. Commitment is a function of personal characteristics and situational functions related to the work environment or organization (Oemar, 2013).

A satisfactory work environment for its employees can improve performance. Conversely, an inadequate work environment will reduce performance and ultimately reduce employee motivation (Potu, 2013). According to Sumaatmadja in Kohar (2018) that the work environment consists of the natural environment, social environment, and cultural environment. The natural environment is a physical environment that has not been or is not influenced by human culture, such as weather, sunlight, and so on. Meanwhile, according to Badrianto & Ekhsan (2020) which states that the work environment is a very important component when employees carry out work activities. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on employee performance at work.

The flow of the all-digital industrial revolution 4.0 cannot be contained and has an impact on all human resource sectors, including by state organizers or the State Civil Apparatus (ASN). This fact is certainly a challenge in the management and development of human resources, because at least until now the existence of human resources has a significant influence on the success and continuation of an organization. On the other hand, the industrial revolution 4.0 can also be used as a valuable opportunity both for organizations and for human resources themselves.

In an effort to turn challenges into opportunities, in ASN Law Number 20 of 2023 concerning State Civil Apparatus, Part Two, Article 3 paragraph 2 that "ASN employees implement the basic values of ASN which consist of: service-oriented; Accountable; Competent; harmonious; loyal; adaptive; and collaborative. In an effort to provide the best service to the community, the Regional Education Office always makes studies, formulations and policies to find out the advantages and disadvantages of the organization. Based on the analysis of

problems/weaknesses and advantages of service elements contained in the Second Semester Community Satisfaction Survey Report of the Regional Education Office, in accordance with data processing, there are assessment elements, among others, handling complaints, suggestions and inputs, systems, mechanisms and service procedures that get high scores, while elements of facilities and infrastructure get the lowest scores.

In the initial survey conducted by the author at the Regional Education Office of North Sulawesi Province, there is still a work environment that is not too adequate in accordance with work needs. This can be seen from the uneven distribution of internet connectivity in the office environment, the existence of equipment that needs rejuvenation, to room temperature conditions that are not too adequate. In the current implementation in the field, efforts have been made to improve and change in accordance with organizational needs, but it is undeniable that there are still State Civil Apparatuses that lack organizational commitment by not maximizing working hours to complete work in accordance with the leadership's targets, and affect employee performance and organizational performance at the Regional Education Office of North Sulawesi Province.

Methods

The type of research used is a type of quantitative research using a cross-sectional study research design, namely data collection and research carried out at the same time. After the data is collected, it is then described (presented) first the data of each variable, both independent and dependent variables, then after that it is analyzed to see the relationship and analyze the influence between independent and dependent variables and then presented or presented by the researcher. The research was conducted at the Regional Education Office of North Sulawesi Province. Researchers took the population of all civil servants as implementers/staff at the Regional Education Office of North Sulawesi Province with a total of 143 people. Population restriction only to all implementing ASN/staff with consideration to be more focused in data collection.

According to Sugiyono (2010), the sample is part of the number and characteristics possessed by the population, the sample taken from the population must be truly representative or representative of the population studied. The sample is some of the characteristics related to work commitment, work environment and performance of civil servants in the Regional Education Office of North Sulawesi Province. The population unit is some ASN as implementers/staff in the Regional Education Office of North Sulawesi Province from a total population of 143, which is 60 samples. The sampling technique is carried out using the simple random sampling method. Simple random sampling is sampling from a random population regardless of the strata present in the population and each member of the population has the same opportunity to be sampled.

The data used in this study are primary data and secondary data. Primary data were obtained through questionnaire media. The form of the questionnaire distributed is a closed questionnaire, where in each statement a number of alternative answers have been provided to be chosen by each respondent using the Likert Scale, each of which consists of five positive answer choices. Secondary data from respondents such as gender, age and education level.

Data collection techniques in this study used techniques, namely by means of questionnaires and observations. This study used questionnaires as a research instrument. Sugiyono (2010), argues that *the Likert* scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. The answer to each instrument item that uses the *Likert* scale has a positive gradation. Observation is the collection of data by going

directly to the research location to get information related to research. The variables used in this study are explained as follows: (a) Independent (Independent) variable. Independent variables are variables that influence, precipitate, or contribute to the development of dependent variables (Sugiyono, 2010). Work Environment and Organizational Commitment were used as independent variables in this study; (b) Dependent variables. Dependent variables are variables that are influenced or caused by independent variables (Sugiyono, 2018). The dependent variable used in this study was employee performance.

Table 1. Contribution

Research Variables	Operational Definition	Indicator
Nitisemito's Work Environment (1992)	The work environment is everything that is around the workers and that can affect them in carrying out the tasks imposed by the leader.	Working Atmosphere Relationships with colleagues Availability of Work Facilities
Meyer & Allen (1997) Organizational Commitment	Organizational commitment is concern and encouragement in oneself, be it in affective, sustainable and normative dimensions to be involved in achieving the goals of an organization	Participatory Pride Discipline Responsibility
Performance (Y) Sullivan et al. (2014)	Performance can be defined as the results achieved by a person or group in carrying out their duties and responsibilities.	The work environment is everything that is around the workers and that can affect them in carrying out the tasks imposed by the leader.

This research uses data analysis using SmartPLS software. *PLS (Partial Least Square)* is a variant-based structural equation analysis (SEM) that can simultaneously test measurement models as well as structural model testing. Measurement models are used for validity and reliability tests. While structural models are used for causality tests. *PLS (Partial Least Square)* is a soft modeling analysis because it does not assume the data must be measured at a certain scale, which means the number of samples can be small (under 100 samples).

The steps of data analysis in the *PLS (Partial Least Square)* method can be explained as follows:

Measurement Model Analysis (Outer Model)

According to Fornell & Larcker (1981) outer model analysis is carried out to ensure that the measurement used is suitable for measurement (valid and reliable). There are several calculations in this analysis: (a) *Convergent validity* is the value of loading factors on latent variables with indicators. The expected value > 0.7 . (b) *Discriminant validity* is the value of crossloading factors that are useful whether the construct has adequate discriminants. You do this by comparing the value of the intended construct must be greater with the value of other constructs. (c) *Composite reliability* is a measurement if the reliability value > 0.8 , then the construct value has a high reliability value. (d) *Average Variance Extracted (AVE)* is the average of variances that are at least 0.5. (e) *Cronbach alpha* is a calculation to prove the result of composite reliability where the minimum magnitude is 0.7.

Designing Structural Models (Inner Model)

In this model analysis is to examine the relationship between latent constructions. There are several calculations in this analysis: (a) R Square is the coefficient of determination on the

endogenous construct. According to Chin in Sarwono & Narimawati (2015) explained "the criteria for limiting the value of R square is in three classifications, namely 0.67 as substantial; 0.33 as moderate and 0.19 as weak"; (b) Effect size (F square) to know the goodness of the model. According to Chin in Ghozali (2006) the interpretation of the f square value of 0.02 has little effect; 0.15 has a moderate influence and 0.35 has a major influence on the structural level.

Result and Discussion

The results showed that 34 male respondents (57%) and 26 female respondents (43%). The number of samples processed by researchers at the Regional Education Office of North Sulawesi Province has a composition of age groups dominated by ages 40 to 49 years amounting to 30 people (50%), then followed by the age group of 30 to 39 years amounting to 20 people (33%), and finally the age group of 50 to 58 years as many as 10 people (17%). A total of 53 respondents (88%) were implementers at the Regional Education Office of North Sulawesi Province, there were 2 Certain Functional people who were respondents (3%), then successively Echelon IV Officials totaled 3 respondents (5%) and Echelon III Officials as many as 2 people (3%). This shows that almost all job classifications are respondents in this study.

Each variable in this study used a reflective measurement model. In reflective measurement models, the direction of the causality relationship from the latent variable to the indicator. The picture below is a measurement model compiled along with the results of the measurement model analysis carried out.

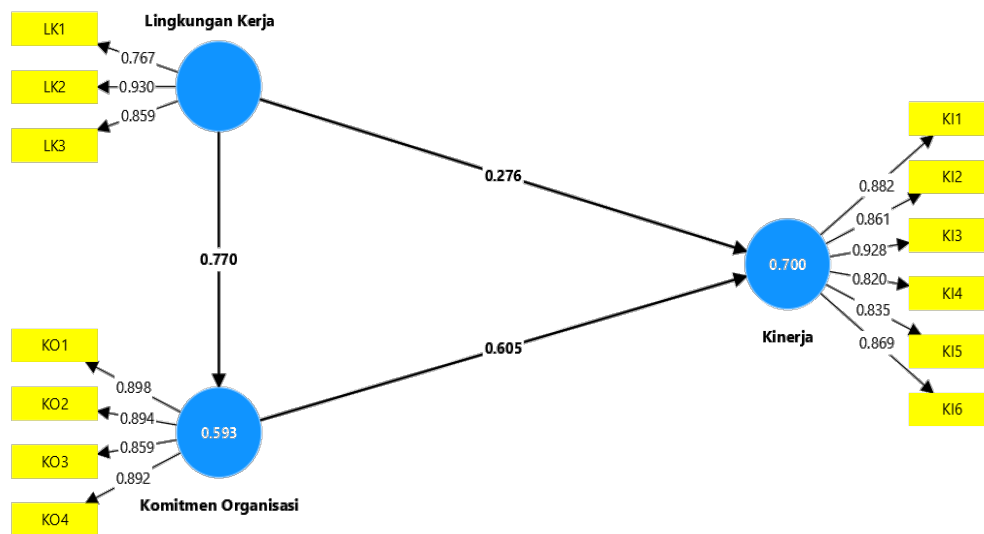


Figure 1. Test Results of Algorhythm PLS-SEM Measurement Model

Inner Model Analysis

Multicollinary Test

The structural model is characterized by the absence of multicollinary, further hypothesis testing between variables and evaluation of r square and f square. Each measurement is described as follows:

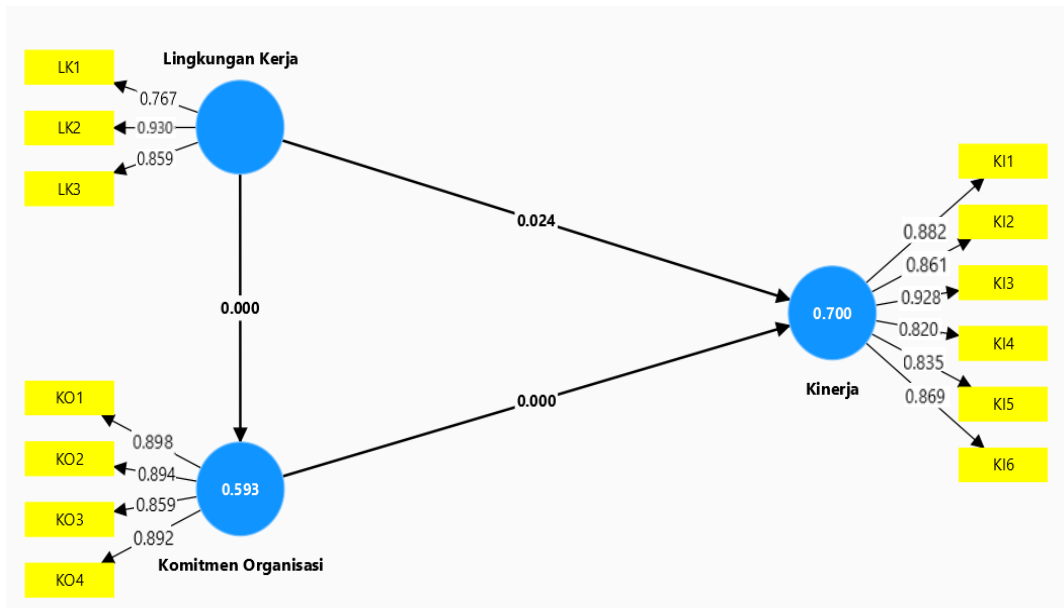


Figure 2. Test Results of Bootstrapping Method

In SmartPLS software there is VIF Statistics for multicollinizing tests. This test is carried out before the hypothesis test to see whether or not there is a multicollination between variables so that it is not biased. According to Hair et al. (2019), a VIF value lower than 3 indicates the absence of multicollination between variables.

Table 2. Valid

	Meyer & Allen (1997) Organizational Commitment	Organizational commitment is concern and encouragement in oneself, be it in affective, sustainable and normative dimensions to be involved in achieving the goals of an organization
Participatory	2.457	Valid
Pride	2.457	Valid
Discipline	1.000	Valid

Source: Primary Data Processing

The table above shows that this study is unbiased and corroborates the estimation of SEM-PLS parameters.

Hypothesis Testing of Direct Influence

To test directly between variables, it can be seen from *the path coefficients* which is a value that is useful in showing the direction of the relationship to the variable, whether a hypothesis has a positive or negative direction. *Path coefficients* have values that are in the range of -1 to 1. If the value is in the range of 0 to 1 it can be declared positive, while if the value is in the range of -1 to 0 it can be declared negative. While p-value is used to determine the significance of the relationship. If the p-value is lower than 0.05, it can be said that the relationship between variables has a significant influence (Ghozali & Latan, 2015). In addition to *path coefficients* and *p-values*, there are *t-statistics* used to test the correctness of hypotheses. In hypothesis

testing, it can be said to be significant when the value of *t-statistics* is greater than 1.96, while if the value of *t-statistics* is less than 1.96 it is considered insignificant (Ghozali, 2006).

Table 3. Accepted

Responsibility	Performance (Y) Sullivan et al. (2014)	Performance can be defined as the results achieved by a person or group in carrying out their duties and responsibilities.	Purpose	Information
Work Environment < - > Performance	Quality	2.256	0.024	Productivity
Work Environment < - > Organizational Commitment	0.770	Innovation	0.000	Accepted
Compliance	0.605	4.979	Contribution	Accepted

The results of testing the above hypothesis can be explained as follows:

The Effect of the Work Environment on the Performance of Civil Servants at the Regional Education Office of North Sulawesi Province

The first hypothesis (H1) is accepted because the Work Environment has a positive and significant effect on the performance of ASN of the Regional Education Office of North Sulawesi Province. This is shown by the value of the path coefficient (*Path Coefficient*) of 0.276 and *p-value* of 0.024, and has a *t-statistics value* of 2.256 which is above the value of 1.96. So it can be concluded that the first hypothesis can support the statement that the Work Environment has a positive and significant effect on the Performance of ASN at the Regional Education Office of North Sulawesi Province.

The Influence of the Work Environment on the Commitment of ASN Organizations to the Regional Education Office of North Sulawesi Province

The second hypothesis (H2) is accepted because the Work Environment has a positive and significant effect on the organizational commitment of ASN of the Regional Education Office of North Sulawesi Province. This is shown by the value of the path coefficient (*Path Coefficient*) of 0.770 and *p-value* of 0.000, and has a *t-statistics value* of 21.887 which is above the value of 1.96. So it can be concluded that the second hypothesis can support the statement that the Work Environment has a positive and significant effect on the Organizational Commitment of ASN to the Regional Education Office of North Sulawesi Province.

The Effect of Organizational Commitment on ASN Performance at the Regional Education Office of North Sulawesi Province

The third hypothesis (H3) is accepted because organizational commitment has a positive and significant effect on the performance of ASN of the Regional Education Office of North Sulawesi Province. This is shown by the value of the path coefficient (*Path Coefficient*) of 0.605 and *p-value* of 0.000, and has a *t-statistics value* of 4.979 which is above the value of 1.96. So it can be concluded that the second hypothesis can support the statement that Organizational Commitment has a positive and significant effect on the Performance of ASN at the Regional Education Office of North Sulawesi Province.

Coefficient of Determination (*R-square*) and *Effect size*

R-Square

In assessing structural models with PLS starting with looking at each dependent variable is the r-square. R-square values of 0.75, 0.50 and 0.25 can be considered strong, moderate and weak (Hair et al., 2019).

Table 4. Medium impact

	r-square	%	Information
Performance	0.700	70%	Medium influence
Organizational Commitment	0.593	59,3%	Medium impact

Source: Processed by Researchers

The table above shows that the r-square value of Performance is 0.700. This shows that 70% of performance variables can be influenced by work environment variables and the remaining 30% are influenced by other variables outside the study. As for the r-square of Organizational Commitment amounted to 0.593. This means that as many as 59.3% of organizational commitment variables are influenced by work environment variables and the remaining 40.7% is explained by other variables that are not used in the research model.

Effect size (f-square)

Effect size is used to assess the magnitude of influence between variables. Direct influence can be seen from the *f square* values of more than 0.02, 0.15, and 0.35 indicating low, medium, and high magnitude of influence (Hair et al., 2019).

Table 5. High influence

	f square	Information
Work Environment - > Performance	0.104	Medium influence
Working environment - > Organizational Commitment	0.457	High influence
Organizational Commitment - > Performance	0.498	High influence

Source: Processed by Researchers

The table above shows that the work environment has a moderate *effect size* on performance with a value of 0.104. For the work environment has a high *effect size* on organizational commitment with a value of 0.457. The same is true for organizational commitment to have a high *effect size* on performance with a value of 0.498. So it can be concluded that there is a fairly high influence between the work environment and organizational commitment to the performance of civil servants in the Regional Education Office of North Sulawesi Province.

The Influence of the Work Environment on the Performance of Civil Servants in the Regional Education Office of North Sulawesi Province

The results showed that the work environment had a positive and significant effect on the performance of civil servants in the Regional Education Office of North Sulawesi Province. A work environment that is supported by a good working atmosphere, a harmonious relationship between employees, and the availability of work facilities can improve the quality and

productivity of performance and can create innovations from civil servants in the Regional Education Office of North Sulawesi Province.

According to Sugiarti (2022) explained that "the work environment refers to institutions or forces that are inside or outside the organization and potentially affect the performance of the organization". This gain is also reinforced by previous research from (Rhamdani & Indiyati, 2023) showing that performance is significantly influenced by the work environment.

The work environment has an important role that can produce good or bad results of employee work. Comfort in the work environment and smooth communication with colleagues, it is certain that the resulting performance will be optimal.

The Influence of the Work Environment on the Organizational Commitment of ASN in the Regional Education Office of North Sulawesi Province

The results showed that the work environment had a positive and significant effect on the organizational commitment of civil servants in the Regional Education Office of North Sulawesi Province. A work environment that has a good working atmosphere, harmonious relationships between employees, and the availability of work facilities can foster and encourage the participation, pride, discipline and responsibility of civil servants at the Regional Education Office of North Sulawesi Province.

According to Armstrong (Emmanuel, 2021), *"the work environment consists of the system of work, the design of jobs, working conditions, and the ways in which people are treated at work by their managers and co-workers"*. The work environment consists of work systems, job design, working conditions, and the ways in which people are treated at work with their managers and co-workers. Organizational commitment is a belief that binds employees to the organization which is shown by loyalty, identification of organizational values and goals, and a sense of *belonging*. This trait is also what makes organizational commitment can be influenced by the work environment.

From the results of previous research by (Subagyo, 2014) shows that the work environment has a positive and significant effect on organizational commitment. Good cooperation between employees, comfort and peace of work can have a significant impact on organizational commitment.

The Effect of Organizational Commitment on the Performance of ASN in the Regional Education Office of North Sulawesi Province

The results showed that organizational commitment had a positive and significant effect on the performance of civil servants in the Regional Education Office of North Sulawesi Province. Commitment to the organization in the form of participation, pride, discipline and responsibility can increase efforts to achieve goals, increase the level of compliance and make a real contribution in the form of good performance from civil servants in the Regional Education Office of North Sulawesi Province.

Griffin in Pramadani (2012) says an individual who has a high commitment is likely to see himself as a true member of the organization, and to see himself as a long-term member of the organization. Conversely, a low-commitment individual is more likely to see himself as an outsider, and they do not want to see himself as a long-term member of the organization.

The existence of forms of commitment to the organization shown by employees will have a significant impact on improving the performance of an organization, because organizational commitment contains the values needed for organizational progress. As a behavior,

performance is very likely to be influenced by organizational commitment. In previous research by (christie Pangaila et al., 2022) it shows that organizational commitment has a positive and significant effect on performance. There is a high commitment from employees to the organization and its work, it will have an impact on the performance produced in an organization.

Conclusion

Based on the results of research on the influence of the work environment and organizational commitment to the performance of civil servants in the Regional Education Office of North Sulawesi Province, the following conclusions can be drawn: (1) The value of the path coefficient is 0.276 and the *p-value* is 0.024, and has a *t-statistics* value of 2.256 which is above the value of 1.96. From the f-square (*effect size*) test, the work environment has a moderate size impact on performance with a value of 0.104. So it can be concluded that the Work Environment has a positive and significant effect on the Performance of ASN at the Regional Education Office of North Sulawesi Province. (2) The value of the path coefficient is 0.770 and the *p-value* is 0.000, and has a *t-statistics* value of 21.887 which is above the value of 1.96. From the f-square (*effect size*) test, the work environment has a high size impact on organizational commitment with a value of 0.457. So it can be concluded that the Work Environment has a positive and significant effect on the Commitment of ASN Organizations to the Regional Education Office of North Sulawesi Province. (3) The value of the path coefficient is 0.605 and the *p-value* is 0.000, and has a *t-statistics* value of 4.979 which is above the value of 1.96. From the f-square (*effect size*) test, organizational commitment has a *high effect size* on performance with a value of 0.498. So it can be concluded that the Organizational Commitment has a positive and significant effect on the Performance of ASN at the Regional Education Office of North Sulawesi Province.

Based on the results of the overall research and the conclusions obtained, suggestions were submitted as consideration for the Regional Education Office of North Sulawesi Province, namely: (1) The Regional Education Office of North Sulawesi Province needs to improve work support facilities and infrastructure and hold programs and activities that can form a conducive working atmosphere between employees. This is evidenced by the significant and positive influence of the work environment on the performance of civil servants in the Regional Education Office of North Sulawesi Province. (2) The Regional Education Office of North Sulawesi Province needs to pay attention to the development and changes in the work environment in accordance with needs, as one of the implementations of the transformation of quality education services so that there is a sense of pride and a sense of belonging between employees and the office itself. This is evidenced by the significant and positive influence of the work environment on organizational commitment. (3) The Regional Education Office of North Sulawesi Province needs to ensure that all civil servants have a commitment to the organization by distributing duties evenly from leaders to subordinates as one of the office's strategies to make employees feel valued and form employees who have compliance and contributions that ultimately result in good performance for the Regional Education Office of North Sulawesi Province. (4) Researchers can then conduct the same research but take the location of research on profit-oriented entities such as the banking sector or state-owned enterprises (SOEs) so that it can be new research finding and useful for the development of research-based education. In addition, researchers can then conduct further research, whether there are other variables that can be influenced by the work environment and organizational commitment besides employee performance, such as job satisfaction, work motivation, work performance and work productivity.

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