

Original Research Article

THE INFLUENCE OF WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES OF PERUM BULOG WEST JAVA REGION THROUGH COMMITMENT AND ACHIEVEMENT MOTIVATION

ABSTRACT

This research is motivated by the West Java Regional Perum BULOG company which is part of a State-Owned Enterprise where employee performance is one of the internal problems between leaders and employees. This study aims to examine the effect of work environment on employee performance through moderating variables of employee commitment and achievement motivation. The sample used in this study were employees of Perum BULOG West Java Regional Office with a total of 160 employees. This research method uses quantitative methods by distributing questionnaires to employees as respondents in this study. The analysis technique used in this study uses data processing application tools in the form of SMARTPLS version 3.2.9 which will be used to test the hypothesis in the study. The results of this study indicate that the work environment affects employee performance, commitment is able to moderate the work environment on employee performance and achievement motivation is unable to moderate the work environment on employee performance.

Keywords: Work Environment, Employee Commitment, Achievement Motivation, Employee Performance

1. INTRODUCTION

Before the last decade of the 20th century, performance was seen as the result of a blend of talent and motivation when given adequate resources, and therefore motivating people became an important aspect of most management. When human resources are used to their fullest, businesses can achieve unlimited productivity, efficiency, and performance. All employees may not work the same way because they have different work styles. Some employees have the potential regardless of the rewards given, while others benefit from the occasional nudge [1], [2]. Employee performance is determined by their willingness and openness to get their work done. Further, if employees are willing and completing their work, it is possible that their productivity will grow, which will contribute to improved performance [3].

On the other hand, employees, equipment, and equipment, must be provided with the necessary resources to regardless of their talents and expertise [4]. Physical and behavioral aspects are two aspects of a healthy work environment. The physical aspect refers to the factors related to an employee's ability to stay physically connected to their work. While the etiquette of office bearers is influenced by aspects of environmental behavior, the workplace environment plays an important role in shaping the behavior of individual employees. As a result, employees' motivation to work, their efficiency and performance are shaped by the influence of workplace quality. The level of willingness of workers to be motivated, creative, engaged with colleagues, and loyal to work are all influenced by workplace environmental factors [5].

The majority of workplace environments in developing countries are not up to standard. Unfortunately, most companies consider a safe and healthy work environment to be an unnecessary expense and do not invest heavily in maintaining a comfortable work environment [6]. For sustainable development, it is essential for every company to have employees who are dedicated and committed to their goals. When people work in a group, there is a chance that they behave as entrepreneurs, so each member of the group is involved in as many tasks as possible to show that they are the most promising person in the group. Employee commitment levels improve employee performance in the company, and employees increase their commitment levels. Previously, companies had provided job security to their employees to increase their dedication to the company and efficiency [7].

Comment [AS1]: is able to - implies it as a fact was found to - implies a statistically significant result

Comment [AS2]: This is not necessary true, in another experiment this may be found statistically significant.

A better phrase could be: "did not" - implying statistically not significant

Comment [AS3]: How can everybody in a group be the most promising?

Please revise this part of the sentence.

A suggestion could be to replace "show that they are the most promising person in the group."

with "empower them with an overview and understanding of how the tasks are connected, inspiring participation and commitment."

Comment [AS4]: What are you trying to say here?

Please clarify.

A more clear sentence could be: "As employee commitment levels increase, performance also increases."

Comment [AS5]: An unclear sentence.

A better sentence: "Previously, companies provided job security to their employees to enhance their dedication and efficiency [7]."

Supposedly affective commitment and employee performance have a positive relationship, suggesting that workers have confidence that their employer will treat them positively (e.g., fair rehabilitation, involvement in choice making) can increase their interpersonal loyalty to the organization and, consequently, increase their effectiveness [8]. In addition, workers with a high sense of commitment to the company's goals felt a strong sense of ownership of their responsibilities, while employees with a lower level of commitment to the company's goals did not feel such an obligation. Several studies show that normative commitment and employee performance have a negative relationship. Employees who have a higher level of organizational commitment find themselves "trapped" in a situation where they have little choice to leave the organization even though they don't really want to stay. As a result, individuals do their work in a less serious way, and their production decreases [9].

Eudemonia refers to working for and achieving work-related goals, as well as realizing one's maximum potential, and is based on the philosophy of eudemonic drive (i.e., achievement achievement). The drive to achieve, according to the idea, indicates the motivation of employees to take action towards personal greatness [10]. On the one hand, social contact motivates the quest for achievement by facilitating ongoing activities and combining them for the purpose of fostering creativity and achieving work goals. On the other hand, the search for achievement is a performance-oriented goal that has a beneficial impact on employee performance [10]. Employees are more likely to strive for outstanding performance if they have a strong drive to perform. Employees who have meaningful social connections at work are more likely to be motivated to complete tasks on time [11].

Employee performance has been pre-evaluated across different business sectors, leaving gaps for the evaluation of specific sectors. In addition, various environmental factors at different company levels along with job-related factors have been evaluated with the mediation of specific employee-related factors such as motivation, adaptability, flexibility, proactivity, skill level, and commitment to evaluating employee performance [12]. This kind of evaluation leaves an opening to assess the specific mediating role of employee commitment between the workplace environment and their performance. Therefore, employee commitment is used as a potential mediator between the workplace environment and employee performance. Similarly, the role of striving to excel has been used as a mediator before along with work commitment between social interaction and job performance [11] leaving a gap to evaluate the impact of striving to achieve between the workplace environment and employee performance. Therefore, this study is designed to evaluate the mediating role of employee commitment and ability to strive for achievement.

Performance problems as stated above also occurred in Bulog Public Company (Perum BULOG). The establishment of Perum BULOG cannot be separated from the existence of the previous institution, namely the Logistics Affairs Agency (BULOG). Perum BULOG is the result of an institutional transition or change in the legal status of a Non-Departmental Government Institution (LPND) to a SOE in the form of a Public Company (Perum). The change in the status of BULOG's legal entity also affects the vertical coordination flow, which was originally under and directly responsible to the President of the Republic of Indonesia, to under the coordination of the Ministry of SOEs and other technical Ministries [13].

Overall, the West Java Regional Office of Perum BULOG in the period from 2021 to 2023 has never reached the target that has been set. However, there has been a significant increase in the achievement of work targets, especially in the 2023 period (83.93 percent), which has increased very significantly when compared to 2022 which only touched 22.08 percent. It can be understood that 2021 and 2022 are a recovery period for the Covid-19 pandemic.

The failure to achieve the performance target that occurred in all branch offices (especially in 2021-2022), did not occur in 2023. Some branch offices have managed to exceed the targets that have been set. For example, the Cirebon Branch Kanto has managed to improve its performance by 132.17 percent from only 9.99 percent in 2022. Then, the Indramayu, Karawang and Subang Branch Offices also experienced a very significant increase in performance achievements. However, other branch offices, even though they have experienced an increase in performance achievements, still cannot achieve their performance targets.

This phenomenon is quite interesting to study because there is a difference in performance at the branch office. In fact, Perum BULOG has provided and prepared a work environment that can support the achievement of optimal performance for each of its branches. The facilities and infrastructure owned by each branch office are also constantly improved and maintained and adjusted to the needs of each branch office so that it can operate optimally.

The provision of a supportive work environment by Perum BULOG also aims to make employees have a high commitment to the Company. This high commitment is also expected to improve their performance in the end. In addition, the employees also feel that working at Perum BULOG is a pride for them because Perum BULOG is one of the companies owned by the Ministry of SOEs. Therefore, employees not only have a high commitment to their company but also have high motivation to achieve. This is in accordance with the values applied by the Ministry of SOEs for all companies under

Comment [AS6]: Please insert a reference.

Comment [AS7]: It is important that you mention who have studied this when you come with such a claim as "several studies".

This needs either several references,

or a reference to a meta analysis study with name of author(s), what they studied, and how many papers were studied

or referring to a paper that have studied several other papers on the topic, mentioning the name of the author(s), what they studied, and remove "several" if it is not mentioned in the paper.

An example can be:

If you meant to use the reference at the end of the paragraph, i.e. [9], it is better to write: "Normative commitment and employee performance have been shown to have a negative relationship."

Comment [AS8]: Change to "normative". Organizational commitment is a broader term encompassing affective commitment.

"Normative commitment is defined as the totality of internalized normative pressures to act in a way that meets organizational goals and interests" (Wiener, 1982, p. 421).

"Organizational commitment is defined as a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization" (Meyer and Allen, 1991, p. 67).

"Employees with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so" (Allen & Meyer, 1990, p. 3).

Comment [AS9]: This is unrelated to the topic. Remove this sentence.

Working for and achieving work related goals are related to extrinsic/external motivation [3], while Eudemonia is more related to intrinsic motivation [1,2].

1. Berkeley Well-Being Institute: This source explains that intrinsic motivation is closely linked with eudaimonic concepts such as self- ... [1]

Comment [AS10]: This sentence is unclear.

Social contact foster social relationships and is often a reward in itself and more related to intrinsic motivation. However, achieving work goals are often more linked to extrinsic motivation.

That social contact fosters creativity, may be true, but certainly needs a reference. ... [2]

Comment [AS11]: Can you give a specific example of this from your reference since you specifically mention "more likely to be motivated to complete tasks on time"?

Otherwise revise the sentence to match the reference.

it, namely AKHLAK. Therefore, each employee is alleged to have a great commitment and motivation to the progress of Perum BULOG.

Research [14] concluded that the work environment does not affect employee performance, the environment of employees working is not the main factor in working so that the existence of a work environment cannot ensure the performance of employees will be good or not, the main factor of employee performance is the ability of employees to complete their work while the research according to [15] concluded that the work environment affects employee performance, the environment of employee work describes cooperation between employees so that the existence of a good work environment will provide good employee performance results.

Commitment has an effect on employee performance [16]. This organizational commitment is shown by the attitude of continuous employee loyalty to the organization for the success and welfare of its organization. Organizational commitment is a form of strong work bond that is not passive loyalty, but also involves an active relationship with the work organization that has the goal of giving all efforts for the successful implementation of organizational goals. It means that employees who have a high commitment will make all efforts to achieve organizational goals. Research by [17] concluded that commitment has no effect on employee performance. The organizational commitment of employees is not fully optimal when faced with a problem, whether employees will continue to work with the status in the company of non-permanent employees, with various shortcomings in meeting needs so that employees are not optimally providing services to consumers, and lack of attention to the last education in work and personality.

Research by [18] concluded that motivation affects employee performance. Motivation can be the impact of a good behavior, therefore high and good employee motivation must go hand in hand with their performance. The enthusiasm that arises from employees in carrying out their duties cannot be separated from the high motivation. Likewise, employees who do not have motivation at work will feel unhappy and comfortable with the tasks being carried out. Mulang's research [19] concluded that motivation has no effect on employee performance, motivation at work is not always at the maximum point. Sometimes a worker experiences a decrease in motivation to work because of boredom or it could be because of something he is facing

2. METHODS

2.1 HUMAN RESOURCE MANAGEMENT

The definition according to [20] is that: Human resource management is an acknowledgment of the importance of an organization's workforce as human resources that are very important in contributing to organizational goals and using several functions and activities to ensure that these human resources are used effectively and fairly for the interests of individuals, organizations and society. According to [21], MSDM is "The management of human resources as the main resource or asset, through the implementation of management functions and operational functions so that the organizational goals that have been set can be achieved properly".

According to [22], MSDM is "the process of human management, through planning, recruitment, selection, training and development, compensation, career, safety and health as well as maintaining industrial relations to termination of employment relationships in order to achieve company goals and improve welfare. From the definition above, it can be concluded that human resource management is a science that regulates everything related to the process of planning, training, recruitment, development of employee safety and health to maintain working relationships in order to achieve the company's initial goals and improve welfare

2.2 WORK ENVIRONMENT

[23] also stated that the environment is external institutions or forces that have the potential to affect organizational performance, the environment is formulated into two, namely the general environment and the special environment. The general environment is everything outside the organization that has the potential to influence the organization (in the form of social and technological conditions). A special environment is a part of the environment that is directly related to the achievement of the goals of an organization.

Table 1. Operational Work Environment Variables

VARIABLE	DIMENSION	INDICATORS	SCALE
Work Environment [23]	Physical environment	Availability of supporting facilities	Ordinal

Comment [AS12]: Research by Nurhandayani [14]

It is polite to mention the researcher(s) when mentioning their research.

Comment [AS13]: Good work environment? There will always be a work environment, good or bad...

Comment [AS14]: This part of the sentence doesn't make sense to me...

I advise you remove this part.

What is behind the employees ability to complete their work, since it is more important than the work environment?

From abstract of your reference:
From the research, the results were obtained that partially that the Work Environment, Job Satisfaction and Workload *did not have a significant effect* on the performance of employees of the Public Works and Public Housing Office of Aceh Tamiang Regency, *but simultaneously the Work Environment, Job Satisfaction, and Workload had a significant effect* on the performance of employees of the Public Works and Public Housing Office of Aceh Tamiang Regency.

A small side note:
This paper is also a small study of 81 people. Would be interesting to know the power of their tests. Are there other studies with similar results?

Comment [AS15]: to Sugiarti [15]

... [3]

Comment [AS16]: Revise sentence, referring to research, not as a statement. You are referring to opposite results a few sentences later.

... [4]

Comment [AS17]: By Suhardi [17]

... [5]

Comment [AS18]: This sentence is unclear. Please revise this sentence.

... [6]

Comment [AS19]: By Fernos and Wipi [18]

Comment [AS20]: This sentence need a reference, but I advise you to remove it. It is vague and does not add much.

... [7]

Comment [AS21]: This is unclear. Remove the sentence.

Comment [AS22]: On the other hand,

Comment [AS23]: uncomfortable

Comment [AS24]: Needs a reference

Comment [AS25]: Research by Mulang [19]

Comment [AS26]: Why? Your reference seems to say otherwise.

... [8]

Comment [AS27]: To Edy [20]

Comment [AS28]: Important to explain what MSDM is or go with the English term HRM.

... [9]

Comment [AS29]: To Sinambela [21]

Comment [AS30]: To Kasmir [22]

Comment [AS31]: Robbins [23]

	Environmental safety and comfort level	Ordinal
Non-physical environment	The level of communication fluency	Ordinal
	The level of smoothness of the work flow	Ordinal

2.2 COMMITMENT

[24] defines commitment as a state in which an individual takes sides with the company as well as his goals and desire to maintain his membership in the company. Commitment refers to a person's belief in the organization's goals and values, and wanting to stay with the organization and be loyal to the organization. Commitment is also defined as an individual's psychological bond with the organization, including involvement in work, loyalty, and belief in the organization's values.

Comment [AS32]: Robbins [24]

Comment [AS33]: Delete his

Comment [AS34]: Delete his.

Table 2. Operational Commitment Variables

VARIABLE	DIMENSION	INDICATORS	SCALE
Commitments [24]	Affective Commitment	The level of emotional attachment to the company	Ordinal
		The level of desire to be involved in activities in the company	Ordinal
	Sustainable Commitment	The level of punctuality of work	Ordinal
		Level of opportunities to develop a career	Ordinal
	Normative Commitment	Level of loyalty to the Company	Ordinal
		The level of significance of the Company	Ordinal

2.3 ACHIEVEMENT MOTIVATION

[25] states that achievement motivation is the desire to achieve something, to achieve a standard of excellence, and to work hard to excel. Equivalent to the statement of [26], achievement motivation is an encouragement to do the best work that refers to the standard of excellence. These standards of excellence may arise from the demands of parents or the cultural environment in which a person is raised, thus triggering a person to do a task, solve problems or other skills as best as possible.

Comment [AS35]: Anderman [25]

Comment [AS36]: of Zheng [26]

Table 3. Operational Variables of Achievement Motivation

VARIABLE	DIMENSION	INDICATORS	SCALE
Achievement Motivation [25]	Necessity	The level of calmness at work	Ordinal

	Life insurance rate	Ordinal
Encouragement	Level of challenge to get the job done better	Ordinal
	Level of recognition for work performance	Ordinal

2.4 PERFORMANCE

According to [27], it is stated that performance assessment includes quality, quantity, time used, position held, attendance and safety in carrying out their work duties. Performance is a real behavior that everyone displays as work achievements produced by employees in accordance with their roles and responsibilities in the company. Employee performance is a very important thing in a company's efforts to achieve its goals.

Table 4. Operational Performance Variables

VARIABLE	DIMENSION	INDICATORS	SCALE
Performance [27]	Quantity	The level of initiative opportunities provided by the leadership to achieve work targets	Ordinal
		The level of ability to achieve the given work targets	Ordinal
		The level of ability to exceed the volume of a given work target	Ordinal
	Quality	The level of ability to complete the work according to the set standards	Ordinal
		The level of ability to complete the work well and meticulously	Ordinal
		Level of ability to get the job done neatly	Ordinal
Time	The level of punctuality in completing the work	Ordinal	
	Level of discipline at work	Ordinal	

The level of ability to accelerate the completion of work before the specified deadline Ordinal

3. RESULTS AND DISCUSSION

3.1 CONVERGENT VALIDITY

Table 5. Convergent Validity

	X	Y	Z1	Z1*X	Z2	Z2*X	CONCLUSION
X*Z1				1.573			VALID
X*Z2						1.25	VALID
X.1	0.785						VALID
X.2	0.876						VALID
X.3	0.899						VALID
X.4	0.729						VALID
Y.1		0.743					VALID
Y.2		0.796					VALID
Y.3		0.804					VALID
Y.4		0.736					VALID
Y.5		0.816					VALID
Y.6		0.723					VALID
Y.7		0.733					VALID
Y.8		0.685					VALID
Y.9		0.658					VALID
Z1.1			0.846				VALID
Z1.2			0.76				VALID
Z1.3			0.76				VALID
Z1.4			0.762				VALID
Z1.5			0.712				VALID
Z1.6			0.688				VALID
Z2.1					0.791		VALID
Z2.2					0.823		VALID
Z2.3					0.787		VALID
Z2.4					0.673		VALID

Based on table 5, it can be seen that the results of the convergent validity test with a standard value of > loading factor of 0.5, show that all indicators have met the convergent validity value because they have a loading factor value of more than 0.5, declared valid and significant.

3.2 DISCRIMINANT VALIDITY

Table 6. Discriminant Validity

Comment [AS37]: There is no information about the data, like the number of people who participated, the age and gender distribution. This should be a minimum requirement.

Does age and gender have an impact on the results?

Is age and gender corrected for in the mediation analysis?

Nice to have would be some statistics like mean, standard deviation, skewness, and kurtosis.

Another nice to have would be test of normality like shapiro-wilk or Kolomogorov-Smirnov test. Then an appropriate correlation table can be applied (pearson or spearman-rho) and how age and gender correlate with the constructs.

Comment [AS38]: Which constructs does the big letters represent (X,Y,Z, etc)? It is not very clear.

You have high loading factors so you have good convergent validity on your constructs.

Comment [AS39]: Same as above, would be nice with an explanation which construct the letters correspond to.

	X	Y	Z1	Z2	Z1*X	Z2*X
X*Z1	-0.200	-0.280	-0.400	-0.260	1.000	0.869
X*Z2	-0.160	-0.230	-0.330	-0.23	0.869	1.000
X.1	0.785	0.743	0.599	0.454	-0.231	-0.200
X.2	0.876	0.796	0.63	0.504	-0.103	-0.060
X.3	0.899	0.804	0.614	0.441	-0.112	-0.110
X.4	0.729	0.736	0.629	0.352	-0.219	-0.170
Y.1	0.785	0.743	0.599	0.454	-0.231	-0.200
Y.2	0.876	0.796	0.63	0.504	-0.103	-0.060
Y.3	0.899	0.804	0.614	0.441	-0.112	-0.110
Y.4	0.729	0.736	0.629	0.352	-0.219	-0.170
Y.5	0.679	0.816	0.823	0.536	-0.230	-0.107
Y.6	0.578	0.723	0.76	0.506	-0.222	-0.220
Y.7	0.611	0.733	0.735	0.386	-0.299	-0.210
Y.8	0.533	0.685	0.740	0.482	-0.343	-0.320
Y.9	0.523	0.658	0.716	0.671	-0.151	-0.090
Z1.1	0.691	0.828	0.846	0.555	-0.323	-0.260
Z1.2	0.578	0.723	0.760	0.506	-0.222	-0.220
Z1.3	0.624	0.746	0.760	0.411	-0.390	-0.300
Z1.4	0.549	0.699	0.762	0.501	-0.431	-0.400
Z1.5	0.494	0.629	0.712	0.698	-0.21	-0.160
Z1.6	0.412	0.528	0.688	0.648	-0.183	-0.110
Z2.1	0.436	0.537	0.604	0.791	-0.273	-0.230
Z2.2	0.399	0.504	0.585	0.823	-0.205	-0.230
Z2.3	0.370	0.448	0.499	0.787	-0.170	-0.130
Z2.4	0.429	0.476	0.507	0.673	-0.135	-0.110

Validity testing for reflective indicators uses a correlation between an item's score and its construct score. Measurements with reflective indicators indicate that there is a change in an indicator in the same construct that changes (issued in the model). In table 6, the results of the discriminant validity of the construction indicator correlation value are higher than the correlation of the indicator to other constructs. So it can be concluded that the indicators used in this study have met the requirements of discriminant validity.

3.3 COMPOSITE RELIABILITY

Table 7. Composite Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Conclusion
X	0.917	0.941	0.800	Reliable
Y	0.952	0.96	0.751	Reliable
Z1	0.897	0.923	0.670	Reliable
Z2	0.869	0.910	0.717	Reliable
Z*X1	1.000	1.000	1.000	Reliable

Comment [AS40]: This chapter should be called "Reliability". Composite reliability is considered a more stringent test for reliability than Cronbach's Alpha and it is good that you included it.

Comment [AS41]: Same as above, just call it Reliability and it would be nice with an indication of which construct is which letter.

Comment [AS42]: AVE is usually used as an indicator for convergent validity [1], even though it is often calculated together with Composite Reliability (CR). But you can leave it in the table as it can give an indication of reliability as AVE is high.

1.Hair, J.F., Hult, G.T.M., Ringle, C.M., Sarstedt, M., Danks, N.P., Ray, S. (2021). Evaluation of Reflective Measurement Models. In: Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R. Classroom Companion: Business. Springer, Cham. https://doi.org/10.1007/978-3-030-80519-7_4

Z*X2	1.000	1.000	1.000	Reliable
------	-------	-------	-------	----------

Based on the results of the composite reliability and cronbach's alpha tests in table 7, it can be seen that all the construct values in this study are above 0.7, and the cronbach's alpha values are more than 0.6 so it can be concluded that the constructs in this study have good reliability. The construct can be said to have good reliability also strengthened by the average variance extracted (ave) of each research construct with a critical value of 0.5

3.4 R-SQUARE

Table 8. R-Square

	R Square	R Square Adjusted
Employee Performance (Y)	0.992	0.992

Based on table 8, it can be seen that the r-square value in this study is 0.992 or 99.2%. This value explains that the employee performance variables explained by the variables of work environment, commitment and motivation for achievement have an impact of 99.2% while the other 0.8% is explained by other variables that are not studied in this study. The r-square value in this study is classified as high because it is more than 75%.

3.5 PATH COEFFICIENT

Table 9. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	CONCLUSION
X -> Y	0.279	0.276	0.076	3.68	0.000	HYPOTHESIS ACCEPTED
Z*X1 -> Y	-0.039	-0.025	0.072	0.547	0.584	HYPOTHESIS REJECTED
Z*X2 -> Y	-0.055	-0.059	0.08	0.691	0.490	HYPOTHESIS REJECTED

1. The work environment has a significant effect on employee performance

Based on the results of the test through bootstrapping, a value for the work environment variable on employee performance was obtained with a t-statistics value of 24,526 (greater than 1.65) and a p-value of 0.000 (less than 0.05). So it can be concluded that the work environment variable has a significant effect on employee performance and the first hypothesis is accepted. This shows that a good work environment system is able to guarantee employee performance which ultimately allows the company to obtain positive attitudes and behaviors that will work productively for the interests of the company so that it will also have a good impact and can provide benefits for the company. Based on the indicators in the questionnaire given, it shows that communication within PerumBulog West Java has a significant impact on the performance of each employee. Effective and open communication between employees and between divisions plays a crucial role in building solid and efficient cooperation. Good communication allows for faster and more accurate information exchange, reduces misunderstandings, and improves coordination in the implementation of daily tasks. With good communication, each division can work more synchronously and synergistically, thereby improving operational efficiency and overall organizational performance. This research underscores the importance of effective communication management in organizations, where efforts to improve communication channels and promote an open communication culture can have a significant positive impact on employee performance and the achievement of organizational goals. The results of this study are supported by [28], [29], [30] who conclude that the work environment has a significant effect on employee performance.

Comment [AS43]: Please revise this sentence, it is very long and even though a test is statistically significant it does not mean that it guarantees an outcome.

Comment [AS44]: Sihaloho and Siregar [28], Gultom [29], Nurhandayani [30]

2. Commitment to be able to moderate the work environment to employee performance

Based on the results of the test through bootstrapping, the value for the commitment variable that moderates the work environment to employee performance is obtained with a t-statistics value of 2.075 (greater than 1.65) and a p-value of 0.038 (less than 0.05). So it can be concluded that the commitment variable is able to moderate the work environment to

Comment [AS45]: This doesn't match the table above.

employee performance and the second hypothesis is rejected. This shows that the commitment variable is able to strengthen the relationship between the work environment and employee performance. This means that the higher the employee's commitment, the stronger the positive impact of a good work environment on performance. Strong commitment can increase employee responsibility, so that employees are better able to take advantage of a conducive work environment to achieve optimal performance. Thus, commitment is not only directly important, but also has a crucial role in strengthening the influence of the work environment on employee performance. Strong employee commitment amplifies the positive influence of a good work environment, where the support facilities, training, and various resources provided by the company are responded to with higher enthusiasm by employees. This is reflected in statements in questionnaires such as, "I will take the opportunity to improve my career through the training provided by the company," which shows that employees with high commitment are more likely to use training as a means to improve their competence and performance. In addition, statements such as "I feel that there are support facilities available for employees to work" reflect employees' positive perception of the work environment, which is further reinforced by their commitment. Thus, employee commitment not only acts as a driver of individual performance, but also as a key element that reinforces the positive effects of a supportive work environment. In the context of PerumBulog West Java, increasing employee commitment can be an effective strategy to maximize performance by fully utilizing the potential of the existing work environment. The results of this study confirm the importance of companies in creating a conducive work environment while encouraging employee commitment as a factor that can moderate and strengthen these relationships. The results of this study are supported by [31], [32], [33] who conclude that the commitment to moderating the work environment to employee performance.

Comment [AS46]: If it is statistically significant ($p = 0.38$) the hypothesis should not be rejected, but if it is not statistically significant ($p = 0.584$) as in the table above, it should be rejected. This needs a bit clean up, it is a bit confusing.

3. Achievement motivation is not able to moderate the work environment to employee performance

Based on the results of the test through bootstrapping, a value was obtained for the achievement motivation variable that moderates the work environment to employee performance with a t-statistics value of 0.197 (less than 1.65) and a p-value of 0.844 (greater than 0.05). So it can be concluded that the variable of achievement motivation is not able to moderate the work environment to employee performance and the third hypothesis is rejected. This shows that the variable of achievement motivation actually weakens the relationship between the work environment and employee performance. This shows that although a conducive work environment is usually expected to improve employee performance, the existence of low achievement motivation reduces these positive effects. Employees who do not have high achievement motivation tend to be less responsive to positive aspects of the work environment, which ultimately has a negative impact on employee performance. Based on the indicators in the questionnaire given, it was found that PerumBulog West Java employees have a form of appreciation from the company. However, not all employees manage to achieve significant achievements in every division, so they find it difficult to get motivation in achieving achievements. Although the work environment is supportive, this is not enough to improve employee performance through achievement motivation which should moderate the relationship between the work environment and employee performance. These results show that the company's awards, despite their existence, have not been able to motivate all employees effectively. The lack of achievement in each division causes some employees to feel hampered in achieving achievement motivation. This indicates that achievement motivation, as a moderation variable, is not able to strengthen the positive relationship between the work environment and employee performance. Conversely, low achievement motivation weakens the relationship. Based on the indicators in the questionnaire given, it shows that PerumBulog West Java employees have a form of appreciation from the company, but not all employees have achievements in each division so that employees find it difficult to get motivation in achieving achievements. On the other hand, even though the work environment is supportive, it cannot make employees improve their performance through achievement motivation that moderates the work environment to employee performance. The results of this study are supported by [34], [35], [36] who concluded that achievement motivation is not able to moderate the work environment to employee performance.

Comment [AS47]: This sentence needs revision.

A suggestion:
"The results of this study are supported by Irianto [31], Wasito and Suhari [32], Fauziah et al [33] concluding commitment as a moderator of work environment on employee performance."

Comment [AS48]: Not matching table 9.

Comment [AS49]: There is no ground for coming to such a conclusion, i.e. you have no test for it

I suggest you remove it

Comment [AS50]: There is no foundation for such a claim, you have no evidence in your study and no reference from other studies.

I suggest you remove it.

Comment [AS51]: Same as before above, remove the sentence as there is no evidence for such a claim

Comment [AS52]: Repeating the same sentence as above. Remove the sentence since it is redundant.

Comment [AS53]: This sentence is unclear, please revise it.

Comment [AS54]: Wahyudi et al [34], Hidayat [35], Kurniawan [36]

Comment [AS55]: This is not necessary true, in another experiment this may be found statistically significant.

"was found not to" is a better phrase

4. CONCLUSION

1. The work environment affects the performance of employees of PerumBulog West Java. This shows that a good work environment system is able to guarantee employee performance which ultimately allows the company to obtain positive attitudes and behaviors that will work productively for the interests of the company so that it will also have a good impact and can provide benefits for the company.

2. Commitment to be able to moderate the work environment to employee performance. This shows that the higher the employee's commitment, the stronger the positive impact of a good work environment on performance. Strong commitment can increase employee responsibility, so that employees are better able to take advantage of a conducive work environment to achieve optimal performance. Thus, commitment is not only directly important, but also has a crucial role in strengthening the influence of the work environment on employee performance.

Comment [AS56]: "was found to"

3. Achievement motivation is not able to moderate the work environment to employee performance. This shows that although a conducive work environment is usually expected to improve employee performance, the existence of low achievement motivation reduces these positive effects. Employees who do not have high achievement motivation tend to be less responsive to positive aspects of the work environment, which ultimately has a negative impact on employee performance.

Comment [AS57]: "was found to not"

Comment [AS58]: There is no evidence in this study for such claims.

REFERENCES

1. Meng, J., & Berger, B. K. (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. *Public Relations Review*, 45(1), 64–75. <https://doi.org/https://doi.org/10.1016/j.pubrev.2018.11.002>
2. Berberoglu, A. (2018). Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals. *BMC Health Services Research*, 1–9. <https://doi.org/10.1186/s12913-018-3149-z>
3. Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23(October 2014), 717–725. [https://doi.org/10.1016/S2212-5671\(15\)00524-9](https://doi.org/10.1016/S2212-5671(15)00524-9)
4. Kuruparensothynathan, P. (2020). Impact Of Working Environment On Employees ' Performance : An Impact Of Working Environment On Employees ' Performance: An Emprial Study Of Insurance. March. <https://doi.org/10.13140/RG.2.2.12235.54563>
5. Hafeez, I., Yingjun, Z., Hafeez, S., Mansoor, R., & Rehman, K. U. (2019). IMPACT OF WORKPLACE ENVIRONMENT ON EMPLOYEE PERFORMANCE : MEDIATING ROLE OF EMPLOYEE HEALTH. *Business, Management and Education*, 17(2), 173–193. <https://doi.org/10.3846/bme.2019.10379>
6. Aghaji, A., Burchett, H. E. D., Oguego, N., Hameed, S., & Gilbert, C. (2021). Human resource and governance challenges in the delivery of primary eye care : a mixed methods feasibility study in Nigeria. *BMC Health Services Research*, 1–14. <https://doi.org/10.1186/s12913-021-07362-8>
7. Mahmood, A., Akhtar, M. N., Talat, U., Shuai, C., & Hyatt, J. C. (2019). Specific HR practices and employee commitment: the mediating role of job satisfaction. *Employee Relations: The International Journal*, 41(3), 420–435. <https://doi.org/10.1108/ER-03-2018-0074>
8. Aziz, H. M., Othman, B. J., Gardi, B., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., Hamza, P. A., Ali, B. J., & Anwar, G. (2021). Employee Commitment : The Relationship between Employee Commitment and Job Satisfaction. 3, 54–66. <https://doi.org/10.22161/jhed.3.3.6>
9. Gerarda, Y., Rossenberg, T. Van, Klein, H. J., Asplund, K., Bentein, K., Breitsohl, H., Cohen, A., Cross, D., Carolina, A., Rodrigues, D. A., Duflo, V., Kilroy, S., Ali, N., Ruhle, S., Solinger, O., Swart, J., Yalabik, Z. Y., Gerarda, Y., Rossenberg, T. Van, ... Ruhle, S. (2018). The future of workplace commitment : key questions and directions. 0643. <https://doi.org/10.1080/1359432X.2018.1443914>
10. Armbricht, J., & Andersson, T. D. (2020). The event experience , hedonic and eudaimonic satisfaction and subjective well-being among sport event participants and subjective well-being among sport event participants. <https://doi.org/10.1080/19407963.2019.1695346>
11. Lin, C.-P., Liu, C.-M., & Chan, H.-T. (2022). Developing job performance: mediation of occupational commitment and achievement striving with competence enhancement as a moderator. *Personnel Review*, 51(2), 750–769. <https://doi.org/10.1108/PR-04-2020-0296>
12. Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171–193. <https://doi.org/10.1108/IJPPM-01-2018-0012>

13. Perum BULOG. (2021). Annual Report: Reorientation of Business Focus for Excellent Performance Business Focus Reorientation for Excellent Performance. www.bulog.co.id.
14. Nurhandayani, A. (2022). The Influence of Work Environment, Job Satisfaction, and Workload on Performance. *Journal of Economics and Digital Business (Ekobil)*, 1(2), 108-110. <https://doi.org/10.58765/ekobil.v1i2.65>
15. Sugiarti, E. (2020). The Influence of Work Environment and Compensation on Employee Performance at PT. SuksesExpamet. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 3(2), 479-486. <https://doi.org/10.34007/jehss.v3i2.343>
16. Astuti, D. (2022). The Influence of Organizational Commitment and Organizational Culture on Employee Performance. *Journal of Accounting and Business Management*, 2(2), 55-68. <https://doi.org/10.56127/jaman.v2i2.181>
17. Suhardi, A., Ismilasari, I., & Jasman, J. (2021). Analysis of the Influence of Loyalty and Organizational Commitment on Employee Performance. *Jesya (Journal of Economics and Islamic Economics)*, 4(2), 1117-1124. <https://doi.org/10.36778/jesya.v4i2.421>
18. Fernos, J., & Wipi, I. (2023). The Influence of Compensation and Motivation on Employee Performance at the Regional Revenue Agency (Bapenda) of Padang City. *Valuation Journal: Scientific Journal of Management and Entrepreneurship*, 3(2), 647-661. <https://doi.org/10.46306/vls.v3i2.212>
19. Mulang, H. (2023). The Influence of Competence and Motivation on Employee Performance. *Jesya (Journal of Economics and Islamic Economics)*, 6(1), 38-51. <https://doi.org/10.36778/jesya.v6i1.894>
20. Edy, Sutrisno. (2016). *Human Resource Management..* Jakarta: KencanaPrenada Media Group
21. Sinambela, L. P. (2018). *Human Resource Management*. Jakarta: PT Bumi Aksara.
22. Kasmir. 2016. *Human Resource Management (Theory and Practice)*. Depok: PT RajagrafindoPersada
23. Robbins, S. P. & Coulter, M., 2021. *Management*. 15th ed. Harlow: Pearson Education Limited.
24. Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior* (19th ed.). Pearson
25. Anderman, E. M. (2020). Achievement motivation theory: Balancing precision and utility. *Contemporary Educational Psychology*, 61. <https://doi.org/10.1016/j.cedpsych.2020.101864>
26. Zheng, A., Briley, D. A., Malanchini, M., Tackett, J. L., Harden, K. P., & Tucker-Drob, E. M. (2019). Genetic and environmental influences on achievement goal orientations shift with age. *European Journal of Personality*, 33(3), 317-336. <https://doi.org/10.1002/per.2202>
27. Kumari, K., Ali, S. B., & Abbas, J. (2021). Examining the Role of Motivation and Reward in Employees' Job Performance through Mediating Effect of Job Satisfaction: An Empirical Evidence. *International Journal of Organizational Leadership*, 10(4). <http://dx.doi.org/10.33844/ijol.2021.60606>
28. Sihaloho, R. D., & Siregar, H. (2020). The Influence of Work Environment on Employee Performance at PT. Super setia sagita medan. *Jurnal Ilmiah Socio Secretum*, 9(2), 273-281.
29. Gultom, H. N. (2021). The Influence of Work Environment on Employee Performance. *Transekonomika: Accounting, Business and Finance*, 1(2), 191-198. <https://doi.org/10.55047/transekonomika.v1i2.36>
30. Nurhandayani, A. (2022). The Influence of Work Environment, Job Satisfaction, and Workload on Performance. *Journal of Economics and Digital Business (Ekobil)*, 1(2), 108-110. <https://doi.org/10.58765/ekobil.v1i2.65>
31. Irianto, M. A., & Sukiman, J. S. (2021). The Influence of Leadership Style and Work Environment Through Organizational Commitment on the Performance of Employees at the Tanjung Perak Main Harbor Master's Office, Surabaya. *Soetomo Business Review*, 2(2), 123-134. <https://doi.org/10.25139/sbr.v2i2.3514>

32. Wasito, E., &Suhari, Y. (2021). The Effect of Organizational Commitment on Teacher Performance Moderated by Principal Transformational Leadership and Work Environment in Vocational High Schools in Pemalang Regency. *JIIIP-Scientific Journal of Educational Sciences*, 4(1), 64-73. <http://dx.doi.org/10.54371/jiip.v4i1.205>
33. Fauziah, A., Kirana, K. C., &Septyarini, E. (2023). Work Environment as a Moderation of the Relationship between Job Satisfaction and Organizational Commitment to the Performance of Social Service Employees in Sleman Regency. *Al-Kharaj: Journal of Economics, Finance & Sharia Business*, 5(1), 271-283. <https://doi.org/10.47467/alkharaj.v5i1.1190>
34. Wahyudi, L., Panjaitan, H. P., &Junaedi, A. T. (2023). Leadership Style, Motivation, and Work Environment on Job Satisfaction and Employee Performance at the Environment and Hygiene Department of Pekanbaru City. *Journal of Applied Business and Technology*, 4(1), 55-66. <https://doi.org/10.35145/jabt.v4i1.119>
35. Hidayat, R. (2021). The Influence of Motivation, Competence, and Work Discipline on Performance. *Widya Cipta: Journal of Secretary and Management*, 5(1), 16-23. <https://doi.org/10.31294/widyacipta.v5i1.8838>
36. Kurniawan, H. (2022). Literature Review: Analysis of Employee Performance Through Organizational Commitment, Compensation, and Motivation. *Journal of Information Systems Management Economics*, 3(4), 426-441. <https://doi.org/10.31933/jemsi.v3i4.966>

This is unrelated to the topic. Remove this sentence.

Working for and achieving work related goals are related to extrinsic/external motivation [3], while Eudemonia is more related to intrinsic motivation [1,2].

1. **Berkeley Well-Being Institute:** This source explains that intrinsic motivation is closely linked with eudaimonic concepts such as self-actualization. It highlights that intrinsic motivation, which involves engaging in activities for their own sake and personal fulfillment, promotes eudaimonic well-being¹.
2. **Positive Psychology:** According to Deci and Ryan (2006), eudaimonia involves the process of fulfilling one's true nature and virtuous potentials. This process is inherently tied to intrinsic motivation, as it focuses on realizing one's inherent potentials and living a life of virtue².
3. **APA Dictionary of Psychology:** Extrinsic motivation is defined as an external incentive to engage in a specific activity, especially motivation arising from the expectation of punishment or reward¹.

Some definitions Eudemonia:

"Eudaimonia is human well-being or happiness, understood as a human life that is fulfilling and rich" (SpringerLink, 2023)¹.

According to the APA Dictionary of Psychology, eudemonia (also spelled eudaemonia) is defined as "happiness considered as a criterion for what is moral and as a motivation for human action"¹.

Merriam-Webster defines "eudemonic" as producing happiness, based on the idea of happiness as the proper end of conduct¹.

This sentence is unclear.

Social contact foster social relationships and is often a reward in itself and more related to intrinsic motivation. However, achieving work goals are often more linked to extrinsic motivation.

That social contact fosters creativity, may be true, but certainly needs a reference.

Remove this sentence (you have two sentences that starts with 'on the other hand' in a row anyways, its natural to remove it)

to Sugiarti [15]

It is polite to mention the researcher(s) when mentioning their research.

Revise sentence, referring to research, not as a statement. You are referring to opposite results a few sentences later.

Suggestion:

Research by Astuti [16] found organisational commitment to have an effect on job performance.

By Suhardi [17]

This sentence is unclear.
Please revise this sentence.

What is a problem that makes organisational commitment not optimal?

And what are you trying to say in the sub sections below:

- employees will continue to work with the status in the company of non-permanent employees
- with various shortcomings in meeting needs so that employees are not optimally providing services to consumers
- lack of attention to the last education in work and personality.

Could the sentence be:

The organizational commitment of employees encounters problems, when employees have status in the company as a non-permanent employees, employees not having enough resources to provide services to consumers, and lack of attention to education in work and personality.

Page 3: [7] Comment [AS20] Arild Sæther 9/29/2024 8:21:00 PM

This sentence need a reference, but I advise you to remove it. It is vague and does not add much.

Are you trying to say something like this:

“Research shows that positive peer pressure can significantly boost motivation. When employees see their colleagues working hard and achieving goals, they are often inspired to do the same. [This creates a culture of high performance and mutual support](#)^{1,2}. [Additionally, strong interpersonal relationships among coworkers can lead to increased job satisfaction and motivation](#)³.”

Please rephrase this if you are going to use it, and add some references like the ones listed below:

[“Positive Peer Pressure: A Powerful Ally to Change”](#) - This article from the Harvard Business Review discusses how positive peer pressure can drive change and improve performance in the workplace¹.

[“Effects of Peer Pressure: How It Affects the Workplace”](#) - This article from BetterUp explores how positive peer pressure can motivate employees to perform better and foster a positive work culture².

[“The Power of Peers”](#) - This article from NIH News in Health highlights the impact of peer relationships on motivation and overall well-being³.

[“Peer Group Embeddedness and Academic Motivation: A Developmental Perspective”](#) - This study published in Frontiers in Psychology examines the role of peer group embeddedness in motivation, which can be applied to workplace settings⁴.

[“Peer Feedback Reflects the Mindset and Academic Motivation of Learners”](#) - Another study from Frontiers in Psychology that discusses how peer feedback influences motivation⁵.

Page 3: [8] Comment [AS26] Arild Sæther 9/29/2024 8:54:00 PM

Why? Your reference seems to say otherwise..

Here is an excerpt from the abstract of your reference:

The results of the analysis show that Competence affects employee performance (Hypothesis 1 is accepted).
Motivation affects employee performance (Hypothesis 2 is accepted).

Page 3: [9] Comment [AS28] Arild Sæther 9/29/2024 9:06:00 PM

Important to explain what MSDM is or go with the English term HRM.
Human resource management (HRM) or **Manajemen Sumber Daya Manusia** (MSDM) in Indonesian