

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 was found to moderate the work environment on employee performance and achievement motivation did not 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 greatest 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 open to 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 work, regardless of their talents and expertise”[4]. “Physical and behavioral aspects are two aspects of a healthy work climate. The physical aspect refers to the factors related to an employee's ability to stay physically connected to their workplace. 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 hard, their efficiency and performance are shaped by the influence of workplace quality. The level of willingness of workers to stay 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 if they are entrepreneurs, so each member of the group is involved in as many tasks as possible to empower them with an overview and understanding of how the tasks are connected, inspiring participation and commitment. As employee commitment levels increase, performance also increases. 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" [8]. "Normative commitment and employee performance have been shown to have a negative relationship" [9].

"The drive to achieve, according to the idea, indicates the motivation of employees to take action towards personal greatness"[10]. "Contact motivates the quest for achievement by facilitating ongoing activities and combining them for the purpose of fostering creativity and achieving work goals" [10]. "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 for example receiving rewards in the form of bonuses, incentives, or salary increases for employees who 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 it, namely AKHLAK. Therefore, each employee is alleged to have a great commitment and motivation to the progress of Perum BULOG.

Research Nurhandayani [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, the main factor of employee performance is the ability of employees to complete their work while the research according to Sugiarti [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.

Research by Astuti [16] "found organisational commitment to have an effect on job performance. 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 Suhardi [17] "concluded that commitment has no effect on employee performance. The organizational commitment of employees encounters problems, when employees have status in the company as a non-permanent employee, employees not having enough resources to provide services to consumers, and lack of attention to education in work and personality".

Research by Fernos and Wipi [18] "concluded that motivation affects employee performance. Motivation can be the impact of good behavior, such as an award received by a colleague for his or her performance will bring special motivation to employees to get an award from the company". "The enthusiasm that arises from employees in carrying out their duties cannot be separated from the high motivation. On the other hand, employees who do not have motivation at work will feel unhappy and uncomfortable with the tasks being carried out" [18]. Research by Mulang's [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 Edy [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 Sinambela [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 Kasmir [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

Robbins [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
		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

Robbins [24] defines commitment as a state in which an individual takes sides with the company as well as goals and desire to maintain 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.

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

Anderman [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 Zheng [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.

Table 3. Operational Variables of Achievement Motivation

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

	The level of punctuality in completing the work	Ordinal
Time	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 RESPONDENT CHARACTERISTICS

To find out the identity of the respondents in terms of gender, age range, highest level of education, and distribution of branch offices. So the presentation of data regarding the characteristics of respondents is presented as follows:

Table 5. Responden Characteristics

Responden Characteristics		
Sex	Amount	Percentage (%)
Men	75	46.88
Woman	85	53.13
Age	Amount	Percentage (%)
20 - 25	26	16.25
26 - 30	49	30.625
31 - 35	40	25
36 - 40	24	15
41 - 45	15	9.375
More than 45	6	3.75
Last Education	Amount	Percentage (%)
Senior High School	29	18.125
Diploma	23	14.375
Bachelor	89	55.625
Master	19	11.875
Kantor Cabang	Amount	Percentage (%)
Bandung	20	12.5
Cianjur	16	10
Bogor	9	5.625
Cirebon	28	17.5
Indramayu	23	14.375
Karawang	27	16.875

Subang	19	11.875
Ciamis	18	11.25

The respondents in the survey consist of 75 men (46.88%) and 85 women (53.13%), with the majority aged between 26 to 35 years (55.625%). Most respondents hold a bachelor's degree (55.625%), followed by senior high school graduates (18.125%), while the smallest group has a master's degree (11.875%). In terms of office location, the largest number of respondents come from the Cirebon branch (17.5%), followed by Karawang (16.875%) and Bandung (12.5%). This data shows a diverse group in terms of gender, age, education, and branch office representation, with a notable concentration of young, educated employees.

3.2 CONVERGENT VALIDITY

Table 6. 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

The table above uses the symbol X for the work environment variable, the symbol Y for the employee performance variable, the symbol Z1 for the commitment variable and the symbol Z2 for the achievement motivation variable. Based on table 6, 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.

3.3 DISCRIMINANT VALIDITY

Table 7. Discriminant Validity

	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

The table above uses the symbol X for the work environment variable, the symbol Y for the employee performance variable, the symbol Z1 for the commitment variable and the symbol Z2 for the achievement motivation variable. 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 table7, 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.

3.4 RELIABILITY

Table 8. Reliability

Cronbach's Alpha	Composite Reliability	Average Variance Extracted	Conclusion

			(AVE)	
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
Z*X2	1.000	1.000	1.000	Reliable

The table above uses the symbol X for the work environment variable, the symbol Y for the employee performance variable, the symbol Z1 for the commitment variable and the symbol Z2 for the achievement motivation variable. Based on the results of the composite reliability and cronbach's alpha tests in table 8, 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

3.5 R-SQUARE

Table 9. 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%.

3.6 PATH COEFFICIENT

Table 10. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	CONCLUSION
X -> Y	0.539	0.541	0.022	24.526	0.000	HYPOTHESIS ACCEPTED
Z*X1 -> Y	0.028	0.025	0.013	2.075	0.038	HYPOTHESIS ACCEPTED
Z*X2 -> Y	-0.002	-0.004	0.012	0.197	0.844	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 has an influence on employee performance which ultimately allows the company to obtain positive reactions and behavior from employees who work, for example, cooperation between divisions will have a positive impact on the company such as achieving company targets.. 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 Sihaloho and Siregar[28], Gultom[29], Nurhandayani[30] who conclude that the work environment has a significant effect on employee performance.

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 employee performance and the second hypothesis is accepted. 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 Irianto [31], Wasito and Suhari [32], Fauziah et al [33] concluding commitment as a moderator of work environment on employee performance

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. 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. Even in a supportive work environment, employee performance may not improve without achievement motivation because a conducive environment only provides external support, while motivation to achieve comes from within the individual. Achievement motivation drives employees to set and pursue goals, take initiative, and strive for excellence. Without this internal drive, the benefits of a positive work environment, such as resources, encouragement, and collaboration, are not fully utilized. Motivation acts as the key factor that converts external support into tangible performance improvements. Therefore, both the environment and personal motivation must work together to enhance performance effectively. The results of this study are supported by Wahyudi et al[34], Hidayat[35], Kurniawan[36] who concluded that achievement motivation was found not to moderate the work environment to employee performance.

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 was found 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.

3. Achievement motivation was found to not 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.

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