

## MAINTAINING THE WORK ENVIRONMENT TO IMPROVE EMPLOYEE PERFORMANCE

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### Abstract

*The purpose of this research is to determine and analyze the impact of employee skills on the performance of ASN employees through the work environment, using it as a mediating variable in Jambi Province. The population consists of employees who are permitted to pursue higher education, totaling 412 people. Using the Slovin method, the number of samples in this study was calculated to be 81 people. Data analysis was conducted using Partial Least Squares (PLS) techniques, with measurements of the outer model and inner model. The results of the study indicate that employee skill, organizational commitment, and work environment influence employee performance directly, while employee skill and organizational commitment also influence the work environment. Indirectly, it shows that employee skill and organizational commitment influence employee performance through the work environment as a mediating variable*

**Keywords:** Employee Skills, Organizational Commitment, Work Environment, Employee Performance

### Introduction

Human resource management (HRM) plays a strategic role in enhancing organizational effectiveness, especially in the public sector. Effective HRM can enhance employee productivity and foster a conducive work environment (Zahari et al., 2022). In the context of government, human resource management focuses on improving the quality of employees through competency development, training, and appropriate reward systems. Factors such as employee skills, organizational commitment, and work environment become crucial elements in enhancing employee performance in the public sector (Sunyoto, 2018).

Employee performance is a key indicator of an organization's success; higher performance contributes to achieving the organization's goals more effectively and efficiently (Sedarmayanti, 2015). In the government sector, employee performance has a direct impact on the quality of public services provided to the community. Therefore, the evaluation and improvement of employee performance is crucial to achieving the goals of development and the well-being of the people (Samsudin, 2015).

Employee skills or the skills of employees are a very determining factor in improving performance (Robbins, 2016). Skills encompass the technical, managerial, and social aspects necessary to carry out tasks and responsibilities. Employees with high skills tend to be more capable of completing tasks more effectively and efficiently (Sutrisno, 2016). In the government environment, possessing adequate skills can enhance the quality of service to the public and expedite a more transparent and accountable bureaucratic process.

Organizational commitment is a crucial factor that significantly influences employee performance. Employees with high commitment will be more dedicated to fulfilling their duties and strive to give their best to the organization (Schuler & Jackson, 2009). This commitment can be formed through various factors, including job satisfaction, organizational support, and opportunities for career development. In government, organizational commitment becomes a fundamental aspect of creating a professional bureaucracy oriented toward optimal public service (Tanjung et al., 2021).

A conducive work environment can be a supporting factor in improving employee performance (Tirta, 2023). The work environment includes physical conditions, social relationships, and the organizational culture present within an institution. A comfortable work environment can enhance employee motivation and improve their work quality. Conversely, a non-supportive work environment can decrease productivity and affect employee mental well-being.

The Jambi Provincial Government, as one of the government entities, plays a crucial role in enhancing the quality of public services within its jurisdiction. The Jambi Provincial Government is responsible for ensuring that all policies and programs being implemented can run effectively and efficiently. Therefore, the performance of employees within the Jambi Provincial Government is a key factor in the success of regional development.

Employees of the Provincial Government of Jambi who have received study permits are part of the human resource development policy implemented by the local government. This program aims to enhance the competencies of employees, enabling them to contribute more significantly to their duties and responsibilities. However, the effectiveness of this program in improving employee performance still requires further study.

Overall, the analysis of employee performance values in various regional organizations of Jambi Province reveals a generally positive trend of improvement, although there are still some annual fluctuations. Regional organizations that play a role in primary public services, such as education and health, tend to have higher

values compared to those with more administrative or coordinative functions. Fluctuations in several regional organizations indicate challenges faced in achieving performance targets, both in terms of policy, budget and the effectiveness of program implementation. With a generally increasing trend, it is hoped that each regional organization can continue to enhance the quality of its work and services to the community, thereby providing optimal support for regional development. The Provincial Government of Jambi needs to continue encouraging the evaluation and improvement of policies to ensure that all regional organizations can achieve optimal performance in carrying out their duties and responsibilities.

Employee skills acquired through the study permit program should enhance the quality of work of employees. However, in some cases, a gap remains between the skills acquired and the needs of the workplace. It may be caused by the lack of relevance of the educational curriculum to the demands of work in government or the limited opportunities for employees to apply their newly acquired skills. The commitment of employees who have received study permits is another aspect that requires attention. There is a possibility that after completing their education, some employees experience a decrease in work motivation or even choose to move to other sectors. Therefore, there is a need for strategies that can enhance employee loyalty and encourage continued optimal contributions to government agencies. The work environment in the Jambi Provincial Government is a key factor in determining the effectiveness of implementing skills and fostering employee commitment following educational assignments. If the work environment is not supportive, such as lacking facilities or an uncondusive work culture, then employee performance will not significantly improve, even if they possess better skills.

The primary issues affecting employee performance in the Jambi Provincial Government are the suboptimal utilization of employee skills, weak organizational commitment, and a work environment that does not fully support employee productivity. Many employees face difficulties in applying their new skills due to resource limitations and a lack of support from the agencies. Additionally, low organizational commitment is evident in the decreasing loyalty of employees after they complete their study assignments. It can lead to a high turnover rate or resignations, ultimately hindering the effectiveness of local governments in providing public services. A non-supportive work environment also poses a significant challenge. Some employees complained about the lack of support facilities, the still rigid bureaucracy, and the limited opportunities to innovate in their work. As a result, even though the employees have received skills enhancement, they are unable to perform at their best.

Based on various studies, differences in findings regarding the factors that influence employee performance have been identified, indicating a research gap in this area. Several studies, such as those conducted by Desiyani et al. (2025), Utami et al. (2025), and Afrianti et al. (2025), concluded that work skills have a positive and significant impact on employee performance; however, different results were found by Lengkong et al., (2020) and Tuyan et al., (2023), which states that work skills do not affect employee performance. Similarly, organizational commitment was found to have a positive and significant effect on employee performance, according to Sucandrawati et al. (2025), Hartin et al. (2025), and Zebua et al. (2025). Meanwhile, Dunan et al. (2025) found that organizational commitment does not affect employee performance. In addition, findings related to the work environment also show contradictory results, where Desiyani et al. (2025), Nurfauziah et al. (2025), and Hasibuan (2022) state that the work environment has a positive and significant effect on employee performance, while Saputra et al., (2025) finding that the work environment has no impact on employee performance. The differences in these research findings indicate a research gap in understanding the factors that affect employee performance; thus, further research is needed to obtain more comprehensive and contextual conclusions.

Based on these considerations, this study aims to analyze the Role of Employee Skill and organizational commitment in the work environment as a Mediating Variable on the Performance of Civil Servants in the Provincial Government of Jambi.

## **Literature Review**

### **Employee Skill**

Skills, according to Sutrisno (2016), are the ability to carry out a specific task either physically or mentally. Robbins (2015) also expressed another opinion, stating that work skills refer to an individual's capacity to perform various functions in a job, encompassing all individual abilities that are essentially shaped by expertise, which includes both intellectual and physical aspects. Mangkunegara (2017) said that employee skills refer to the abilities of employees to complete every task and responsibility assigned by the company. This ability is evident in the output produced by employees, in terms of both the quantity and quality of goods they produce.

According to Mangkunegara (2017), Skills are the capabilities needed to perform a series of tasks developed through training and experience. Skills can be assessed through the following measurement dimensions: perception, including the interpretation of objects, reception of stimuli, organization of stimuli, and interpretation of stimuli; self-control, including attitudes, emotions, and motives; carrying out collective responsibilities, done together with colleagues; carrying out individual responsibilities, implemented according to each employee's abilities and areas of expertise.

## Organizational Commitment

According to Robbins (2016), as cited in Bintoro & Daryanto (2017), Organizational commitment of employees is a condition in which an employee has a strong desire to maintain membership in the company. It is not about career paths, salaries, and so on, but rather the comfort and deep feelings of wanting to work at the company. Organizational commitment refers to the degree to which employees are willing to fully believe in, accept, and remain with the company for an extended period, as noted by Schuler & Jackson (2009) in Dharmoko et al.. Organizational commitment refers to an individual's dedication to the organization where they work. A person's commitment to the organization is one of the key factors in maintaining the organization's continuity.

To measure the variable of organizational commitment, four dimensions developed by are used Schuler & Jackson, (2009) in Dharmoko *et al.*, (2020): strong desire to remain a member, willingness to work hard for the success of the organization, shared values of the organization and shared goals of the organization.

## Work Environment

According to Sunyoto (2018), the work environment encompasses everything that surrounds the workers and can affect their ability to carry out assigned tasks, such as cleanliness, music, lighting, and so on. According to Schultz (2006), The work environment is defined as a condition related to the characteristics of the workplace in relation to employee behavior and attitudes, where this is associated with psychological changes due to experiences in their work or under certain circumstances that must continuously be monitored by the organization, including job boredom, monotonous work, and fatigue Robbins (2015) The environment consists of institutions or external forces that have the potential to influence organizational performance. The environment is divided into two categories: the general environment and the specific environment. The general environment encompasses everything outside the organization that has the potential to influence it, including social and technological conditions. In contrast, the particular environment refers to the part of the environment that is directly related to achieving an organization's objectives.

According to Sunyoto (2018), the dimensions of the work environment are: employee relations, work atmosphere, availability of work facilities and security.

## Employee Performance

According to Robbins (2016), as cited in Bintoro & Daryanto (2017), Performance is the optimal achievement following the potential possessed by an employee, which is always a concern for organizational leaders. This performance reflects the extent to which an individual engages in activities to carry out tasks and efforts to achieve set goals. According to Sutrisno (2013) that, performance is about doing the job and the results achieved from that work. Performance is about what is done and how it is done. According to (2021), Employee performance refers to the level of achievement or work results of an individual employee, where the goals that must be achieved or tasks that must be carried out must align with the responsibilities within the timeframe set by the company. The company can evaluate employees based on their performance through assessments from each employee.

The dimensions of performance can be described as follows by Robbins (2016) in Bintoro & Daryanto (2017): quality, quantity, timeliness, effectiveness, independence, and work commitment.

The purpose of this research model is to provide a deeper understanding of the relationship between the research variables, where employee skills and good organizational commitment create a conducive work environment that positively impacts employee performance.

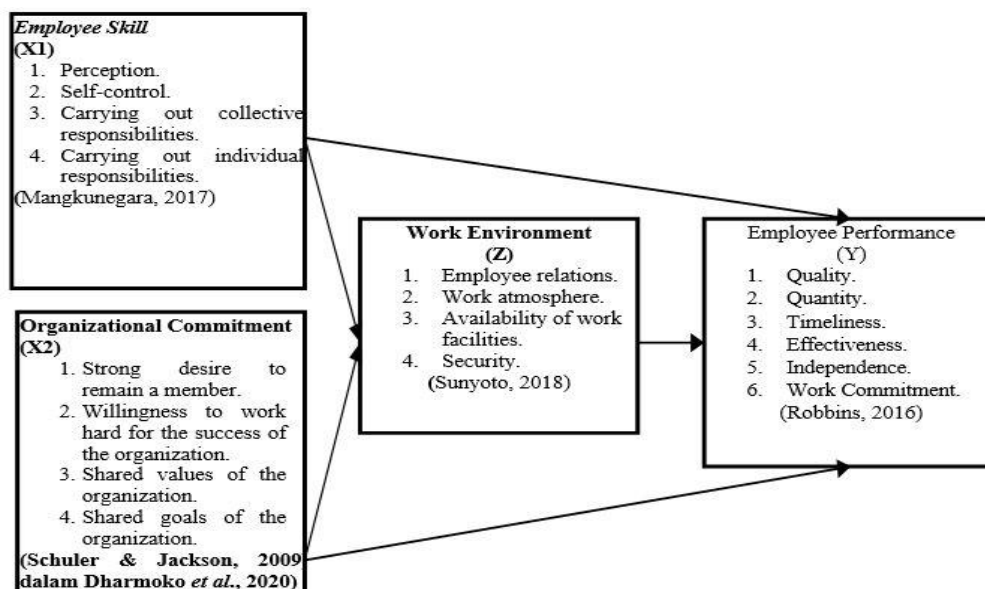


Figure 1. Research Framework

### **Research Hypotheses**

- H1: Employee skills have a positive and significant impact on employee performance in the Government of Jambi Province.
- H2: Organizational commitment has a positive and significant impact on employee performance in the Government of Jambi Province.
- H3: Employee skills have a positive and significant impact on the work environment in the Government of Jambi Province.
- H4: Organizational commitment has a positive and significant impact on the work environment in the Government of Jambi Province.
- H5: The work environment has a positive and significant effect on employee performance in the Provincial Government of Jambi.
- H6: Employee skills have a positive and significant effect on employee performance through the work environment as a mediating variable in the Provincial Government of Jambi.
- H7: Organizational commitment has a positive and significant effect on employee performance through the work environment as a mediating variable in the Provincial Government of Jambi.

### **Methods**

#### **Data Analysis Techniques**

This study employs the Structural Equation Modeling (SEM) approach using SmartPLS with Partial Least Squares (PLS) analysis. PLS is an analytical tool that explains the relationship between variables and is considered adequate because it uses bootstrapping or random sampling techniques. The analytical tool used by the researchers is Partial Least Squares (PLS) (Abdillah & Jogiyanto, 2017). PLS is a variance-based structural equation analysis that can simultaneously perform measurement model testing as well as structural model testing.

#### **Evaluation of the Measurement Model (Outer Model)**

Since this study utilized reflective constructs, three key assessments were conducted: convergent validity, discriminant validity and composite reliability

#### **Convergent Validity**

Convergent validity evaluates the relationship between individual indicators and their constructs. Correlation is considered valid if the Average Variance Extracted (AVE) value exceeds 0.5. A factor loading value of 0.7 is generally acceptable in the early stages of measurement scale development. Convergent validity also ensures that different indicators measuring the same construct show a high correlation (Ghozali & Latan, 2015).

#### **Discriminant Validity**

Discriminant validity is assessed using reflective indicators, and the cross-loading value for each variable must exceed 0.70. Another approach to testing discriminant validity is to compare the square root of the AVE for each construct with the correlation values between constructs in the model. The square root of the AVE should be greater than the correlation values between constructs, indicating good discriminant validity (Ghozali & Latan, 2015).

#### **Composite Reliability**

The composite reliability value must exceed 0.7 for confirmatory research and be between 0.6 and 0.7 for exploratory studies. Composite reliability measures the consistency of multiple indicators within a construct, ensuring that the model demonstrates strong internal consistency (Ghozali & Latan, 2015).

#### **R-Square (R<sup>2</sup>) Assessment**

An R<sup>2</sup> value of 0.75, 0.50, and 0.25 indicates a strong, moderate, and weak effect of the exogenous latent variable on the endogenous latent variable. The R<sup>2</sup> value in this study helps to determine whether the independent variables significantly explain the variation in the dependent variable (Ghozali & Latan, 2015).

#### **Hypothesis Testing (Bootstrapping)**

Bootstrapping is used to assess the significance of the relationship between variables. In this resampling method, significance is determined using a two-tailed t-statistic with the following threshold (Ghozali & Latan, 2015):

1. t-value  $\geq$  1.65 (significance level = 10%)
2. t-value  $\geq$  1.96 (significance level = 5%)
3. t-value  $\geq$  2.58 (significance level = 1%)

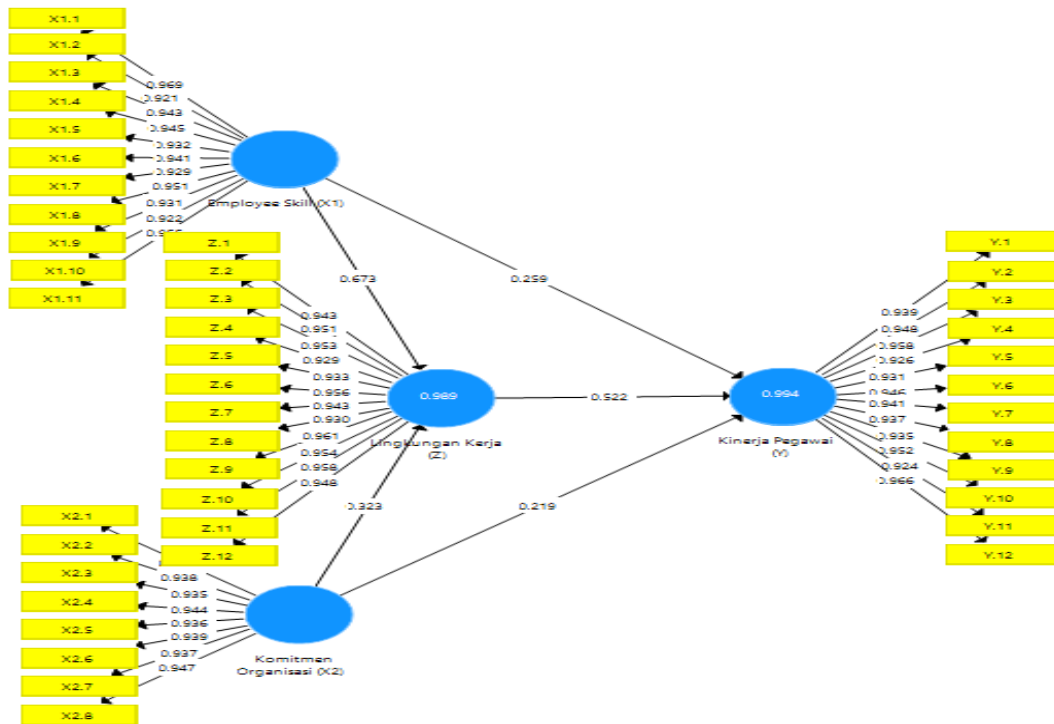
#### **Analysis of Mediation Effects (SEM with Mediation Effects)**

For example, suppose the direct effect of the independent variable on the dependent variable is not significant, but the mediating variable shows a substantial impact. In that case, this confirms the presence of a mediation effect. Furthermore, if the t-statistic exceeds 1.96, the mediating variable is considered to have a significant impact in the relationship between the independent and dependent variables (Ghozali & Latan, 2015).

**Results and Discussion**

**Convergent Validity Test**

The first step in evaluating an external model is to assess convergent validity. SmartPLS 3 assesses convergent validity by measuring the correlation between items (component scores) and the relevant constructs. Reflective indicators are considered valid if their factor loadings exceed 0.70. However, a factor loading between 0.50 and 0.60 is acceptable for early-stage research. This study uses a threshold of 0.50 for validity assessment (Ghozali & Latan, 2015).



Source: Processed Data, SmartPLS 3, 2025

**Figure 2.** Relationship Between Variables

The diagram illustrates the relationship between the variables X1 (Employee Skill), X2 (Organizational Commitment), Z (Work Environment), and Y (Employee Performance) in the research model. The analysis confirms that all four variables are valid, as their factor loadings exceed 0.70, indicating strong convergent validity.

**Average Variance Extracted (AVE) Analysis**

Average Variance Extracted (AVE) evaluates convergent validity at the construct level. The outer model is considered valid when the AVE value exceeds 0.50. The results are as follows (Ghozali & Latan, 2015):

**Table 1.** Average Variance Extracted (AVE)

Variable	Ave Value	Validity
Employee Skill (X1)	0.884	Valid
Organizational Commitment (X2)	0.887	Valid
Work Environment (Z)	0.896	Valid
Employee Performance (Y)	0.887	Valid

Source: Processed Data, SmartPLS 3, 2025

Because all AVE values exceed 0.50, the construct meets the requirements for convergent validity. Therefore, the model's validity is confirmed..

**Discriminant Validity Test**

Discriminant validity is evaluated using the cross-loading values for each indicator. In this study, a threshold of 0.70 is applied. The analysis confirms that all cross-loading values exceed 0.70, indicating that each indicator is more strongly related to its respective construct than to other constructs. These findings confirm the model's strong discriminant validity (Ghozali & Latan, 2015).

**Reliability Test**

Composite reliability testing assesses the consistency and reliability of the measurement model. A construct is considered reliable if its composite reliability value exceeds 0.70 (Ghozali & Latan, 2015).

**Table 2. Composite Reliability Test Results**

Variable	Composite Reliability	Validity	Cronbach's Alpha	Validity
Employee Skill (X1)	0.988	Valid	0.987	Valid
Organizational Commitment (X2)	0.984	Valid	0.984	Valid
Work Environment (Z)	0.990	Valid	0.989	Valid
Employee Performance (Y)	0.990	Valid	0.988	Valid

Source: Processed Data, SmartPLS 3, 2025

The Cronbach's Alpha values and composite reliability for all variables exceed 0.70, confirming the reliability of the model.

### R-Square (R<sup>2</sup>) Analysis

PLS-SEM analysis, the R-Square (R<sup>2</sup>) value measures the extent to which the independent variables explain the variability of the dependent variable. The results are as follows:

**Table 3. R-Square Values**

Variable	R-Square	Adjusted R-Square
Employee Performance (Y)	0.994	0.994
Work Environment (Z)	0.989	0.989

Source: Processed Data, SmartPLS 3, 2025

The R-squared (R<sup>2</sup>) and Adjusted R-squared values indicate how well the independent variables explain the variation in the dependent variable within the model. The R-squared value for Employee Performance (Y) is 0.994, with an adjusted R-squared value also at 0.994, indicating that 99.4% of the variation in Employee Performance can be explained by the independent variables included in the model, such as employee skill, organizational commitment, and work environment. It shows that the model has a very high predictive ability regarding employee performance.

### Hypothesis Testing

Hypothesis testing is conducted using bootstrapping, which analyzes whether the independent variables have a significant effect on the dependent variable. Significance is assessed using path coefficients, t-statistics, and p-values.

**Table 4. Bootstrapping Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Employee Skill (X1) -> Employee Performance (Y)	0.259	0.261	0.115	2.243	0.025
Organizational Commitment(X2) -> Employee Performance (Y)	0.219	0.213	0.095	2.297	0.022
Work Environment (Z) -> Employee Performance (Y)	0.522	0.525	0.107	4.881	0.000
Employee Skill (X1) -> Work Environment (Z)	0.673	0.687	0.120	5.615	0.000
Organizational Commitment(X2) -> Work Environment (Z)	0.323	0.309	0.120	2.692	0.007
Employee Skill (X1) -> Work Environment (Z) -> Employee Performance (Y)	0.351	0.361	0.096	3.638	0.000
Organizational Commitment(X2) -> Work Environment (Z) -> Employee Performance (Y)	0.169	0.163	0.075	2.237	0.026

Source: Processed Data, SmartPLS 3, 2025

### Hypothesis Test of the Influence of Employee Skill on Employee Performance

The results of the hypothesis testing indicate that the relationship between the Employee Skill variable and Employee Performance has a path coefficient of 0.259 with a p-value of 0.025, which is smaller than 0.05. Therefore, it can be concluded that Employee Skill has a positive and significant effect on Employee Performance. It means that the higher the skills possessed by employees, the better the performance demonstrated by those employees.

### Hypothesis Testing of the Influence of Organizational Commitment on Employee Performance

The test results indicate that the Organizational Commitment variable has a path coefficient of 0.219 with a p-value of 0.022, which is less than 0.05. Therefore, it can be concluded that Organizational Commitment

has a positive and significant effect on Employee Performance. This suggests that the higher an employee's commitment to the organization, the better their performance will be.

#### **Hypothesis Test of the Influence of the Work Environment on Employee Performance**

The test results indicate that the Work Environment variable has a path coefficient of 0.522 with a p-value of 0.000, which is less than 0.05. Therefore, it can be concluded that the Work Environment has a positive and significant effect on Employee Performance. It means that the better the working environment conditions, the higher the employee performance will be.

#### **Hypothesis Test of the Impact of Employee Skill on the Work Environment**

The path coefficient from Employee Skill to Work Environment is 0.673, with a p-value of 0.000. Since the p-value is smaller than 0.05, it can be concluded that Employee Skill has a positive and significant effect on the Work Environment. This suggests that effective employee skills can contribute to the creation of a more positive work environment.

#### **Hypothesis Testing of the Influence of Organizational Commitment on the Work Environment**

The test results show a path coefficient of 0.323 with a P-value of 0.007, which is less than 0.05. It can be concluded that Organizational Commitment has a positive and significant effect on the Work Environment. This means that the higher the organizational commitment, the more conducive the work environment will be.

#### **Hypothesis Testing of the Indirect Effect of Employee Skill on Employee Performance through the Work Environment**

The indirect influence path coefficient from Employee Skill to Employee Performance via the Work Environment is 0.351, with a p-value of 0.000. Since the P-value is less than 0.05, it can be concluded that Employee Skill has a positive and statistically significant effect on Employee Performance in the Work Environment. This means that the work environment significantly mediates the impact of employee skills on performance.

#### **Hypothesis Test of the Indirect Effect of Organizational Commitment on Employee Performance through the Work Environment**

The path coefficient from Organizational Commitment to Employee Performance, mediated by Work Environment, is 0.169, with a p-value of 0.026. Since this value is less than 0.05, it can be concluded that Organizational Commitment has a positive and significant effect on Employee Performance in the Work Environment. This means that the work environment also plays a significant role in shaping the influence of organizational commitment on employee performance.

#### **The Influence of Employee Skill on Employee Performance**

The analysis results show that Employee Skill has a positive and significant effect on Employee Skill. This means that the higher the skills possessed by ASN (Employee Skill), the higher the performance they demonstrate. The influence of employee skill on the performance of ASN employees in Jambi Province is clearly evident through the strong relationship between individual abilities to understand, manage, and respond to work situations and the performance results achieved. Employees who can effectively interpret information and objects, as well as quickly receive and comprehend new information, certainly have a strong foundation to carry out their work efficiently and effectively. It supports them in organizing work strategies, making work completion more effective.

Support from organizations in the form of budgets and facilities, such as fast internet access, also plays an important role in supporting performance. However, fundamentally, it is the individual competencies and skills of the employees that drive their performance success. Therefore, it can be concluded that high employee skills have a direct and significant impact on the performance achievement of ASN employees, both in terms of discipline, quality, and overall work results. This result aligns with the research conducted by Desiyani et al. (2025), Utami et al. (2025), and Afrianti et al. (2025), which found that employee skills have a positive and significant impact on employee performance.

#### **The Influence of Organizational Commitment on Employee Performance**

The influence of organizational commitment on the performance of ASN employees in Jambi Province is reflected in the alignment between employee dedication to the institution and their performance achievements. Employees who have a high commitment to working in the institution, as well as a strong desire to stay for an extended period, exhibit a sense of loyalty and belonging to the organization. This attitude encourages them to work independently, without needing to be instructed, and to complete tasks on time with good results, as they feel responsible for the institution's progress.

The commitment demonstrated through the willingness to work beyond expectations, as well as concern for the agency's fate, fosters high intrinsic motivation. This impacts the level of achievement of work volume in relation to targets, as well as the ability to solve problems independently and take responsibility for one's own actions. Employees with a commitment also tend to maintain discipline, such as arriving and leaving on time, and always being actively involved in their work. The results of this study align with those of

Sucandrawati et al. (2025), Hartin et al. (2025), and Zebua & Saputro (2025), which indicate that organizational commitment has a positive and significant impact on employee performance. Johannes *et al.* (2024) It is demonstrated that organizational commitment has a positive impact on employee performance.

### **The Influence of the Work Environment on Employee Performance**

The influence of the work environment on the performance of ASN employees in Jambi Province is due to a conducive and safe working atmosphere that supports both physical and social aspects, which has encouraged high employee performance. The harmonious relationship among employees, characterized by mutual respect and concern for colleagues, as well as a comfortable workspace, creates a positive environment that encourages employees to be actively engaged in their work and complete tasks on time. A relaxed work environment is also supported by adequate facilities, including sufficient lighting, prayer room facilities, and well-maintained work equipment, which enable employees to work independently without requiring assistance from others. The cleanliness and security of the workspace, including the presence of security personnel with adequate equipment, contribute to an increased sense of safety and comfort while working. This allows employees to focus more and solve problems effectively, taking responsibility for their tasks. The results of this study align with the findings of Desiyani et al. (2025), Nurfauziah et al. (2025), and Hasibuan (2022), which suggest that the working environment has a positive and significant impact on employee performance. Furthermore, Johannes (2012) shows that the influence of the working environment on employee performance is positive and significant in partial terms.

### **The Influence of Employee Skill on the Work Environment**

The influence of Employee Skills on the Work Environment is due to the high ability of employees to contribute significantly to creating a harmonious, comfortable, and supportive work environment. The ability to interpret information or objects effectively, understand new information quickly, and organize it efficiently enables employees to be more adaptable and respond professionally to work dynamics. Employees who can interpret stimuli objectively, without being influenced by negative emotions, and maintain a professional attitude in the face of challenges tend to create a stable and positive work atmosphere.

The ability of employees to control their emotions under pressure also fosters a sense of calm in the workplace, which in turn impacts harmonious relationships with colleagues, mutual respect, and high levels of employee engagement, as these skills have a direct and significant impact on competitiveness. The skills possessed by employees can help enhance the company's competitiveness in a competitive market (Johannes *et al.*, 2023). This creates a healthy and supportive work atmosphere. Thus, high employee skills can shape and strengthen a positive work environment, both physically and psychosocially, which ultimately enhances the comfort and productivity of ASN employees in Jambi Province.

### **The Influence of Organizational Commitment on the Work Environment**

The influence of organizational commitment on the work environment stems from the high level of organizational commitment among employees, which encourages the creation of a conducive and harmonious work environment. Employees who have a high commitment to their institution, desire to remain employed in the long term, and are willing to work beyond expectations will cultivate a sense of responsibility and ownership towards the workplace. This directly impacts harmonious working relationships, mutual respect among employees, and a high level of concern for one another.

When employees are committed to caring about the organization's fate and adhering to its values, a positive and harmonious work culture is created, reinforcing both physical and psychological comfort at work. A loyal and affectionate attitude towards the organization encourages employees to maintain cleanliness in the workplace, appreciate the available facilities, and value the worship facilities and security measures provided by the organization. Thus, employees with high commitment will actively maintain, create, and strengthen a harmonious, comfortable, and safe work environment. Organizational commitment is a crucial foundation in shaping a socially and physically healthy work environment, which ultimately supports the organization's overall performance. This aligns with the explanation provided by Johannes et al. (2022), who suggest that organizational commitment can play a role in explaining the relationship between emotional intelligence and public service motivation among employees.

### **The Indirect Influence of Employee Skills on Employee Performance through the Work Environment**

The influence of employee skills on employee performance within the work environment is due to the individual's ability to understand the work situation, manage tasks, and respond to various dynamics in the workplace, which greatly contributes to their success in achieving work targets. Employees who are adept at receiving new information and can analyze data accurately have a strong foundation for completing tasks efficiently and purposefully. This ability enables them to design a systematic work approach, resulting in more optimal work outcomes.

The ability to manage emotions and respond to work pressure rationally keeps employees calm and focused when facing challenges. As a result, tasks can be completed on time and according to expectations. A professional attitude, high intrinsic motivation, and proactiveness in teamwork support the creation of a collaborative work environment that fosters excellent performance, as well as reduces dependence on

direction from superiors. According to Johannes *et al.* (2024) that, focusing on market orientation development and competitive advantages can improve performance.

When the work environment is built positively, both socially and in terms of physical facilities, it strengthens motivation, enhances work results, and increases employee loyalty to the institution. Employees feel comfortable and have no desire to move to another institution. Therefore, it can be concluded that the work environment has a strong mediating role in connecting employee skills with the performance produced, thus creating a synergy that supports the achievement of optimal productivity.

### **The Indirect Influence of Organizational Commitment on Employee Performance through Work Environment**

The influence of organizational commitment on employee performance can occur due to the alignment between employee dedication to the institution and the work outcomes they achieve. Employees who have a high commitment to the organization, as well as an intention to stay for a long period, demonstrate loyalty and a strong sense of ownership toward the organization. This encourages them to carry out tasks independently, complete work on time, and produce quality results because they feel responsible for the institution's development.

This commitment is reflected in employees' willingness to work beyond their formal responsibilities and their attention to the organization's progress, which in turn generates intrinsic motivation. This motivation has a positive impact on the volume of work achieved according to targets, the ability to solve problems independently, and the willingness to take responsibility for every action. Committed employees also tend to exhibit high levels of discipline, arriving and leaving on time and being actively engaged in carrying out their tasks.

A supportive physical environment also influences work discipline, which is demonstrated through compliance with attendance and working hours, as well as the technical skills appropriate to their field of work. Facilities such as high-speed internet connections and organizational budget support contribute to a smooth work process and the achievement of targets as agreed upon in the work agreement. Furthermore, (2024) suggest that a strong organizational commitment, supported by a positive work environment, has the potential to enhance employee performance. Organizations need to foster a supportive culture that enables employees to feel valued and motivated to achieve shared goals.

Therefore, it can be concluded that high organizational commitment plays a significant role in driving optimal employee performance. Employees who are emotionally and professionally attached to the organization will demonstrate high levels of responsibility, discipline, and dedication in performing their tasks. Meanwhile, a comprehensive, supportive work environment also contributes significantly to improving employee performance.

### **Discussion**

Based on research findings that show employee skills, organizational commitment, and work environment have a significant direct and indirect impact on the performance of ASN employees in Jambi Province, several important implications can be drawn, serving as references for local governments and related institutions.

Improving the skills of ASN employees is a strategic priority for enhancing performance. Therefore, local governments need to develop focused and sustainable training and competency development programs that address technical, managerial, and social-emotional aspects. These programs should be tailored to job requirements and the current bureaucratic challenges. This result is consistent with the research conducted by (2025), Utami *et al.* (2025), and Afrianti *et al.* (2025), which state that employee skills have a positive and significant impact on employee performance.

The organization's commitment has proven to be a significant contributor to its performance. Therefore, the institution's leadership needs to foster a work culture that promotes employee loyalty and a sense of belonging to the organization. This can be achieved through the active involvement of employees in decision-making, open two-way communication, and recognizing and appreciating employee contributions.

The work environment has a direct influence as well as a mediating variable, highlighting the importance of creating a comfortable, safe, and supportive work atmosphere for productivity. The government needs to ensure that the working facilities, relationships among employees, and both physical and psychological aspects in the workplace are in optimal condition. This is in agreement with the obtained results of Desiyani *et al.* (2025); Nurfauziah & Arif (2025); Hasibuan (2022); and Johannes (2012), which indicate that the work environment has a significant impact on performance.

A good work environment has been proven to be a mediating factor in the relationship between employee skills and organizational commitment, influencing performance. This means that the development of civil servant human resources must be designed integratively, considering the interactions between variables. It is not enough to simply improve employee skills; it is also necessary to create an environment and organizational culture that supports them. The Jambi Provincial Government is advised to implement a performance management approach based on competencies and work environment. Employee performance evaluation should not only focus on results but also on the work process, the quality of the work environment, and the values of commitment to the organization. This aligns with the results of (2022), who

found that organizational commitment can play a role in explaining the relationship between emotional intelligence and public service motivation among employees. As Johannes et al. (2024) note, focusing on the development of market orientation and competitive advantage can enhance performance.

This research provides a scientific basis for bureaucratic reform at the provincial level, particularly in drafting policies for managing ASN human resources. The government can use these results as a reference in designing regulations, standard operating procedures (SOPs), and incentive systems that encourage comprehensive performance improvement.

### **Conclusion**

Directly, employee skills, organizational commitment, and the work environment have a positive and significant impact on employee performance. Directly, employee skills and organizational commitment have a positive and significant impact on the work environment. Indirectly, employee skills and organizational commitment have a positive and significant influence on employee performance through the work environment of ASN in Jambi Province.

### **Recommendations**

It is recommended that the Jambi Provincial Government develop policies for enhancing the competencies of state apparatus (ASN) based on job requirements through periodic and measurable technical, digital, leadership, and public service training. To support this, the performance evaluation system for ASN also needs to be improved, focusing not only on work output but also on reflecting the level of commitment to the organization's vision, mission, and values. The internalization of ASN values can be strengthened through regular guidance and team-building activities. Furthermore, maintaining a healthy and productive work environment, both physically and psychosocially, is vital to support optimal employee performance, including through periodic work environment audits. Regional governments also need to ensure a supportive work environment, encompassing both physical aspects, such as facilities and safety, and social aspects, including harmonious working relationships and open communication among employees.

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