

The Influence of Work Environment, Work Ethics, and Organizational Commitment on Employee Performance at Maskanul Huffadz Bintaro

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Abstract

This study aims to examine the influence of work environment, work ethics and organizational commitment on employee performance of Maskanul Huffadz Bintaro. The research employs a quantitative correlational approach using Structural Equation Modeling-Partial Least Squares (SEM-PLS). Data were collected from 50 employees of Maskanul Huffadz Bintaro, through a Likert-scale questionnaire and analyzed using SmartPLS 3. The outer model results indicate that all indicators meet the validity and reliability criteria, with loading factors above 0.7, composite reliability above 0.7, and AVE values greater than 0.5. The inner model results show that the work environment, work ethics, and organizational commitment have a positive and significant effect on employee performance, with T-statistics values exceeding 1.96 and p-values below 0.05. These findings support all proposed hypotheses. The study reinforces prior empirical evidence suggesting that a supportive work environment, organizational commitment and strong ethical foundations significantly enhance employee outcomes. The results contribute to organizational behavior research and offer practical insights into strengthening employee performance within Islamic educational institutions.

Keywords: *Work Environment, Work Ethics, Organizational Commitment, Employee Performance.*

A. INTRODUCTION

Employee performance is a crucial element in achieving organizational goals because it determines productivity, service quality, and the competitiveness of an institution. Empirical studies show that improved workforce performance directly contributes to organizational target achievement and operational effectiveness (Ateeq et al., 2025). A conducive work environment, encompassing physical facilities, interpersonal relationships, role clarity, and supervisory support, has been widely shown to positively affect employee performance. Supportive workplace conditions enhance comfort, reduce stress, and facilitate efficient task completion, thereby improving both individual and team outcomes. Literature and empirical studies confirm the strong relationship between work environment quality and employee performance across various sectors (Ateeq et al., 2025). A positive work environment is typically characterized by adequate facilities, supportive workplace conditions, and healthy interpersonal relations between employees and management. These components not only create a sense of comfort and safety but also foster a deep sense of belonging and loyalty toward the organization, motivating employees to contribute optimally. Conversely, a negative work environment,

such as lacking effective communication or inadequate supervisory support, may reduce motivation and cause dissatisfaction, ultimately leading to decreased performance (Fahmi & Wardani, 2023).

Beyond situational factors, personal values and work culture—such as work ethics—also influence work behavior and performance outcomes. Recent studies have found that work ethics are positively associated with employee commitment, discipline, and productivity, particularly within organizations grounded in religious values or operating in predominantly Muslim communities, making work ethics a key predictor of task performance (Ateeq et al., 2025). Organizational commitment has re-emerged as an important focus in modern organizational behavior studies due to its consistent role as a determinant of performance, loyalty, and workforce sustainability. The increasingly competitive work environment, digitalization, and structural organizational changes demand deeper understanding of how and why employees maintain their commitment to their organizations. Recent research emphasizes that commitment is not merely emotional attachment but a multidimensional construct shaped by the work ecosystem, personal values, and the quality of social relationships in the workplace (Qiao & Li, 2024). When the work environment is supportive and internal work ethics are strong, high commitment can be cultivated, which then enhances performance.

Several empirical studies show that motivation can mediate the influence of the work environment on performance and strengthen the effect of work ethics on performance outcomes. Therefore, this study explores and contributes both theoretically and practically to the understanding of the pathways through which these independent variables affect employee performance (Olusegun, 2024). Although many studies have examined these relationships partially, further research is needed that integrates work environment, work ethics, and organizational commitment simultaneously in one model, especially in Islamic educational institutions or organizations with strong religious values (Aflah et al., 2021). This gap highlights the importance of examining the internal mechanisms linking working conditions, ethical values, and organizational commitment to employee performance.

B. LITERATURE REVIEW

Employee Performance

In management, performance refers to the overall work results achieved by an individual within a certain period. These results are evaluated by comparing them with jointly established benchmarks, such as specific targets or job standards (Mendonça et al., 2021). Employee performance is defined as the output produced by individuals or groups in performing their duties in accordance with organizational standards. It is the primary outcome of interest in human resource management because it directly affects organizational productivity, stakeholder satisfaction, and the continuity of educational or business services. Empirical research shows that performance is influenced by individual factors (competence, motivation), situational factors (work environment, workload), and organizational cultural values. Performance measurement typically includes both quantitative indicators (output, attendance) and qualitative indicators (task quality, work behavior) (Zhenjing et al., 2022).

Work Environment

The work environment includes both physical and psychosocial conditions that influence employees' comfort and productivity in carrying out their tasks. Mirzayati and Zubadi (2018) found that a good and conducive work environment can significantly improve employee performance, although in specific contexts, the effect may be insignificant depending on managerial optimization of the work setting. A comfortable, safe, and supportive work environment creates a positive climate that triggers internal motivation and employee satisfaction, indirectly enhancing performance (Mirzayati & Zubadi, 2018). Fahmi (2023) further explains that a supportive work environment is positively associated with improved performance, where cleanliness, adequate facilities, social atmosphere, and effective communication serve as essential elements. This confirms that strategic management of the work environment should be a primary focus to maximize employees' potential (Fahmi & Wardani, 2023).

Work Ethics

Work ethics refer to cultural norms that offer positive spiritual values for doing the right thing, based on the belief that work has intrinsic value (Banisi, 2019). Work ethics represent the moral principles and professional attitudes that regulate employee behavior. Employees with strong work ethics demonstrate discipline, responsibility, and dedication, resulting in optimal performance. Aziz

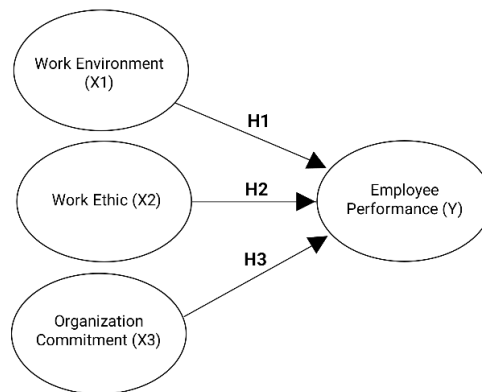
(2016) states that work ethics play an important role in shaping a healthy organizational culture and contribute to employee loyalty and trust. Strong ethical foundations also enhance employees' internal motivation, which acts as a primary driver of work achievement (Kurniawan, 2024). When considered an integral part of organizational culture, work ethics help identify ethical and unethical behaviors in the workplace and establish corrective actions or enforcement mechanisms (Shabani Bahar et al., 2018).

Komitmen Organisasi

In religiously based organizations, including Islamic educational institutions or pesantren, organizational commitment is influenced not only by structural factors such as leadership and facilities but also by moral, ethical, and spiritual factors. Recent studies show that religious values can strengthen emotional bonds and work morality, thereby enhancing affective and normative commitment (Ateeq et al., 2025). This understanding is important because moral-based organizations depend heavily on trust and social ties as foundational elements of their operational functioning.

Conceptual Framework

Frame 1. Conceptual Framework



H1: The work environment influences employee performance

H2: Work ethics influence employee performance

H3: Organizational commitment influences employee performance

C. METHODOLOGY OF RESEARCH

This research uses a quantitative method with a correlational approach to examine the relationships between variables (Sugiyono, 2008). The statistical technique employed is path analysis, which determines whether the dependent variable is affected directly or indirectly through an intervening variable. The study uses a non-probability sampling technique with total sampling, meaning that the entire population was used as the sample. The sample consists of 50 employees of Maskanul Huffadz Bintaro. Data were collected using primary data through a Likert-scale questionnaire ranging from one to five. Data analysis was conducted using SEM-PLS 3.

D. RESULT AND DISCUSSION

1. Outer Model Test

The outer model test assesses the validity and reliability of the measurement model. This includes evaluating composite reliability, indicator reliability, convergent validity, and discriminant validity. Indicators are considered significant if their loading factor exceeds 0.7, although some references accept values above 0.6 (Hair et al., 2021).

Table 1.1
Outer Model Results (Loading Factors)

	X1	X2	X3	Y
X11	0.867			
X12	0.825			

X13	0.792			
X14	0.843			
X15	0.689			
X21		0.867		
X22		0.818		
X23		0.864		
X24		0.747		
X31			0.869	
X32			0.806	
X33			0.855	
X34			0.775	
Y1				0.869
Y2				0.871
Y3				0.823
Y4				0.861
Y5				0.834
Y6				0.851

Table 1.2
Construct Reliability and Validity Result

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.865	0.882	0.902	0.649
X2	0.844	0.861	0.895	0.681
X3	0.846	0.856	0.896	0.684
Y	0.924	0.925	0.941	0.726

Source: Table remains same as in source SMART PLS 3 (2025)

Based on the table, Cronbach's Alpha, Composite Reliability, and AVE all meet the criteria: both Cronbach's Alpha and Composite Reliability exceed 0.7, and AVE exceeds 0.5. This indicates that the constructs are valid and can proceed to further analysis (Hair et al., 2021).

2. Inner Model Test

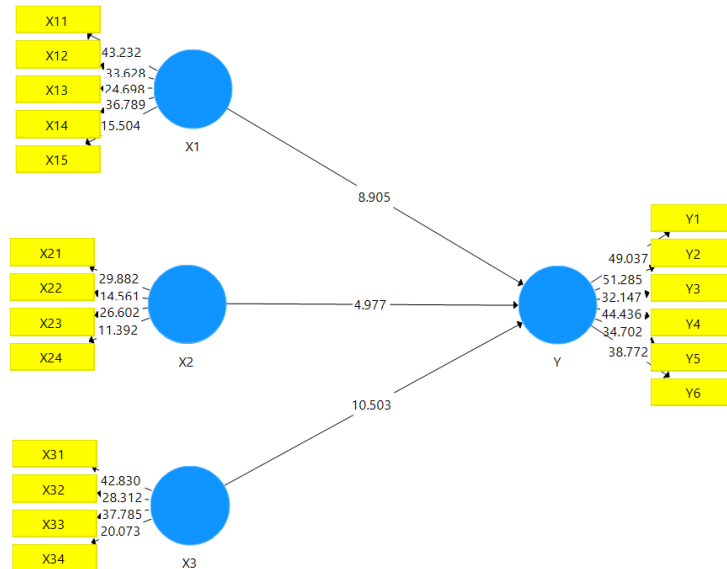
Table 1.3
Hypothesis Testing Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.427	0.432	0.048	8.905	0.000
X2 -> Y	0.247	0.255	0.050	4.977	0.000
X3 -> Y	0.491	0.491	0.047	10.503	0.000

Source: Table remains same as in source SMART PLS 3 (2025)

The work environment (X1) significantly affects employee performance (Y), with a T-statistic of 8.905 > 1.96 and a p-value of 0.000. Thus, H1 is accepted. Work ethics (X2) significantly affect employee performance, with a T-statistic of 4.977 > 1.96 and a p-value of 0.000. Thus, H2 is accepted. Organizational commitment (X3) significantly affects employee performance, with a T-statistic of 10.503 > 1.96 and a p-value of 0.000. Thus, H3 is accepted.

**Frame 2
Bootstrapping Result**



F. CONCLUSIONS

Based on the SEM-PLS analysis, this study concludes the following:

1. The work environment has a positive and significant effect on employee performance
This finding aligns with prior research showing that comfortable, safe, and well-supported work conditions enhance productivity and effectiveness (Fahmi & Wardani, 2023; Mendonça et al., 2021; dan Lukito et al., 2025). In Islamic educational institutions such as Maskanul Huffadz Bintaro, a conducive environment also strengthens employees' sense of belonging and organizational commitment.
2. Work ethics have a positive and significant effect on employee performance
This confirms earlier studies showing that moral and religious values promote discipline, integrity, and dedication in performing tasks (Aflah et al., 2021 dan Ateeq et al., 2025). Employees who possess strong work ethics tend to demonstrate greater responsibility and higher quality of work.
3. Organizational commitment has a positive and significant effect on employee performance
This supports findings from international studies emphasizing that emotional attachment to the organization is a predictor of productive work behavior (Zhenjing et al., 2022; Basem et al., 2022 dan Udin et al., 2022).

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