

The Impact Of Work Environment And Loyalty On Productivity With Organizational Commitment As A Mediating Variable In Jember's Civil Registration Office

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ABSTRACT

Fluctuations in productivity over the past five years raise questions about factors influencing employee performance, including human resources, information technology, operational processes, and policies. This study investigates the impact of the work environment and employee loyalty on productivity, with organizational commitment as a mediating variable, within the Department of Population and Civil Registration in Jember Regency. Using a causal-comparative approach, primary data were collected from 103 employees through questionnaires and analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (SEM-PLS) via WarpPLS. The findings reveal that both the work environment and employee loyalty significantly enhance productivity, directly and indirectly, through organizational commitment. Additionally, organizational commitment significantly mediated these relationships, demonstrating its critical role. These results underscore the importance of creating a supportive and conducive work environment and fostering employee loyalty to improve overall productivity. The implications suggest that the department should focus on enhancing work conditions, providing recognition and rewards, and ensuring effective communication to boost employee commitment and productivity, contributing to the organization's success. This research offers valuable insights for organizational management to develop strategies that enhance employee engagement and efficiency.

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INTRODUCTION

Human Resources (HR) are crucial in all governmental activities. In government agencies, employee engagement significantly impacts work productivity (Septiana et al., 2023). Organizational success depends on the quality of its human resources (Yuniarta et al., 2019), with work productivity being a key indicator (Panjaitan et al., 2024). High motivation, adequate skills, advanced technology, good time management, and a supportive work environment enhance productivity (Baiti et al., 2020; Liana et al., 2023; Sihalohe & Siregar, 2020). Valued employees with proper training and work-life balance tend to be more productive (Amirudin, 2024; Fauzi & Manao, 2023).

A conducive work environment is vital for productivity, fostering concentration, focus, and morale. Effective communication, team collaboration, and personal development opportunities also boost productivity (Winata, 2022). However, work loyalty, which reflects commitment and dedication to the company, is equally important (Khairul & Anggarini, 2023; Ngalmun et al., 2022).

High work loyalty results in dedicated and motivated employees. Organizational commitment, or the desire to stay and contribute to the company's goals, also enhances productivity (Darupaksi, 2021; Nasir, 2020; Sofiyanto et al., 2023). Employees with strong organizational commitment are motivated, results-oriented, and contribute maximally to organizational success (Febrian et al., 2023; Retnowati & Putra, 2023; Widodo & Yandi, 2022). High organizational commitment reduces turnover and fosters a stable, productive work environment (Hafsyah dkk., 2024; Uktutias dkk., 2021).

Table 1. Productivity Performance Achievements of Admindukcapil Services in Jember Regency Based on Annual Indicators (2019-2023)

Year	Productivity Performance Indicator	Target	Realization	Achievement
2019	Family Card Service	115,000	213,918	186.01%
	Electronic ID Card Service	164,000	79,775	99.09%
	Electronic ID Card Recording Service	103,856	79,172	76.23%
	Ownership of Electronic ID Card	1,959,823	1,952,728	99.63%
	Moving Certificate Service	14,183	57,206	403.34%
	Child Identity Card Service	650,216	193,399	29.74%
	Birth Certificate	41,000	200,543	489.12%
	Death Certificate	1,000	735	73.50%
	Marriage Certificate	200	690	345.00%
	Divorce Certificate	21	118	561.90%
2020	Family Card Service	115,000	801,390	696.86%
	Electronic ID Card Service	1,980,781	1,981,534	100.03%
	Electronic ID Card Recording Service	42,015	43,366	103.21%
	Ownership of Electronic ID Card	1,980,781	1,981,404	100.03%
	Moving Certificate Service	14,183	122,253	861.96%
	Child Identity Card Service	587,970	274,570	46.69%
	Birth Certificate	629,634	582,344	92.48%
	Death Certificate	1,000	9,834	983.40%
	Marriage Certificate	200	3,989	1,994.00%
	Divorce Certificate	21	728	3,466.00%
2021	Ratio of population with ID cards per unit of population	2,017,416	2,026,747	100.46%
	Ratio of babies with birth certificates	629,152	667,360	106.07%
	Ratio of couples with marriage certificates	200	4,557	-
	Implementation of National ID cards based on NIK	100	100	100%
	Coverage of ID card issuance	2,017,416	2,026,747	100.46%
	Coverage of birth certificate issuance	629,152	667,360	106.07%
2022	Availability of population database based on NIK	100%	100%	100%

Year	Productivity Performance Indicator	Target	Realization	Achievement
	Ratio of population with ID cards per unit of population	1,974,736	1,944,736	98.60%
	Ratio of babies with birth certificates	97%	29,600	91.03%
	Ratio of couples with marriage certificates	34%	192	100%
	Coverage of birth certificate issuance	97%	29,600	91.03%
2023	Ratio of population with ID cards per unit of population	1	1	-
	Admindukcapil Public Service Index	3.56	3.75	-
	Public Satisfaction Index (Population Registration)	89.47%	93.72%	Achieved
	Public Satisfaction Index (Civil Registration)	89.47%	93.72%	Achieved
	Public Satisfaction Index (Utilization of Population Data)	89.47%	93.72%	Achieved

The productivity of the Department of Population and Civil Registration in Jember Regency has fluctuated over the past five years (2019-2023) based on table 1. Annual reports show significant improvements in some indicators, such as Family Card Services and Birth Certificate Services in 2019, but a decline in other indicators like Child Identity Card Services and the ratio of babies with birth certificates in subsequent years. These fluctuations raise questions about the factors influencing productivity, including the availability of human resources, information technology infrastructure, operational processes, and implemented policies and regulations. The decline may be due to a lack of public awareness, while the improvements in 2019 suggest successful but inconsistent efforts in subsequent years. This research is essential to understand these factors and develop strategies to enhance and maintain consistent productivity in civil registration services.

Previous research has highlighted various factors influencing work productivity and organizational commitment. A positive work environment significantly enhances productivity (Astuti, 2020; Mardikaningsih et al., 2022; Trisnawaty & Parwoto, 2021). Employee loyalty also positively impacts productivity, particularly among teachers (Suhardoyo et al., 2022; Widayati et al., 2020). A conducive work environment boosts organizational commitment (Apriliana et al., 2021; Asi et al., 2021). Additionally, loyalty positively affects organizational commitment (Suprpto et al., 2022). There is a positive correlation between organizational commitment and productivity (Ariani dkk., 2020; Matahelumual dkk., 2019). However, gaps exist, such as findings that contradict previous research, showing no significant impact of the work environment and organizational commitment on productivity (Arifah, 2019; Rampisela & Lumintang, 2020). The minimal contribution of the work environment to performance through organizational commitment adds to the complexity (Azikin dkk., 2019). Furthermore, no impact of teacher loyalty on organizational commitment contradicts earlier findings (Muslih & Fauzan, 2022; Suprpto dkk., 2022). These discrepancies highlight the need for further exploration of variables affecting the relationships between the work environment, loyalty, organizational commitment, and productivity.

Based on the observed phenomena and identified gaps in previous research, this study aims to investigate the impact of the work environment and employee loyalty on productivity, with organizational commitment as a mediating variable, within the Department of Population and Civil Registration in Jember Regency. By addressing these gaps, this research seeks to provide a comprehensive understanding of the factors influencing productivity and offer practical recommendations for enhancing the performance of civil registration services.

METHODS

This study adopts a causal-comparative approach to identify cause-effect relationships and explore the factors responsible through specific data analysis. The causal-comparative method investigates the relationships between variables based on observed outcomes and the factors causing them, utilizing a survey method. Primary data was collected directly from respondents using questionnaires. Following data collection, the data was processed, analyzed, and interpreted using quantitative methods to draw relevant conclusions regarding the cause-effect relationships under study. The population for this research comprises 103 employees from the Department of Population and Civil Registration in Jember Regency. Using a non-probability sampling technique, specifically total sampling, the entire population is taken as the sample, resulting in 103 respondents.

Quantitative research methods were used to analyze the data, which was obtained from the questionnaires. This type of research is based on positivism philosophy and is aimed at testing established hypotheses through the collection and analysis of quantitative data. The analysis included Structural Equation Modeling (SEM), specifically Partial Least Squares (SEM-PLS), chosen for its efficiency compared to other multivariate techniques, with the assistance of WarpPLS. The variables used in this study are as follows: Work Environment (X1), Loyalty (X2), Organizational Commitment (Z), and Work Productivity (Y). To support the measurement, validity and reliability tests were conducted. The results of these tests are presented in Table 2.

Table 2. Validity and Reliability Test Results

Construct	Composite Reliability	Cronbach's Alpha	Average Variance Extracted (AVE)
X1	0.823	0.672	0.618
X2	0.886	0.806	0.722
Z	0.898	0.827	0.748
Y	0.868	0.771	0.689

The validity and reliability tests indicate that all constructs used in this study meet the required standards. The Composite Reliability values are all above the threshold of 0.7, indicating good internal consistency. Similarly, Cronbach's Alpha values are above 0.6, supporting the reliability of the constructs. The AVE values are above 0.5, demonstrating adequate convergent validity, meaning that the items converge well to represent the intended constructs. These results support the robustness of the measurement model used in this study.

RESULTS AND DISCUSSION

Result

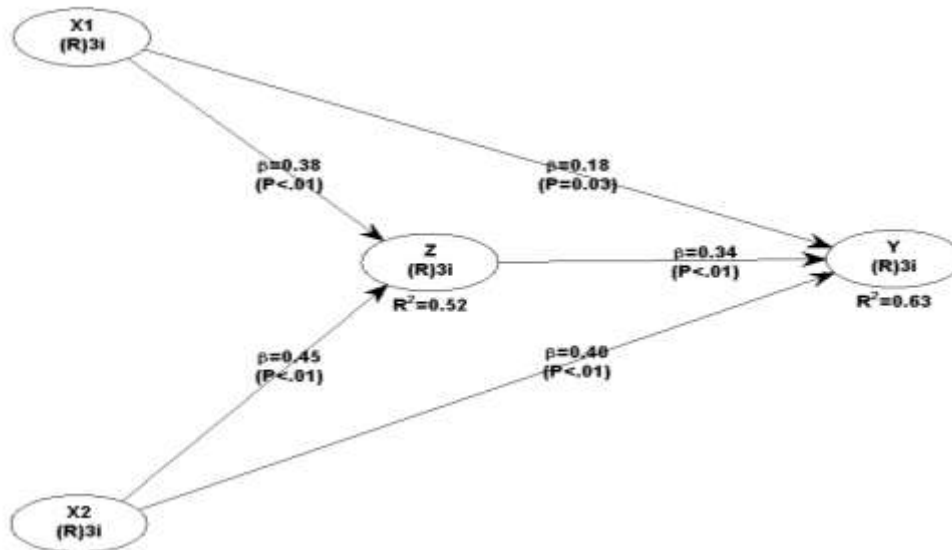


Figure 1. Path Coefficients

The coefficient of determination (R^2) is used to measure the extent to which the variance in Organizational Commitment (Z) and Work Productivity (Y) can be explained by specific exogenous factors. The analysis results show that Organizational Commitment has an R^2 value of 0.523, indicating that 52.3% of the variance in Organizational Commitment can be explained by Work Environment (X1) and Loyalty (X2). This suggests a significant influence of the Work Environment and Loyalty on Organizational Commitment. Meanwhile, Work Productivity has an R^2 value of 0.628, indicating that 62.8% of the variance in Work Productivity can be explained by the Work Environment, Loyalty, and Organizational Commitment. This demonstrates that the research model has a good ability to explain the variance in Work Productivity. With the obtained R^2 values, it can be concluded that this research model is sufficiently robust in explaining the variances in Organizational Commitment and Work Productivity, indicating the relevance and significance of the factors under investigation.

Table 3. Recapitulation of Path Coefficients and Mediation Effects

Relationship	Path Coefficient	P value	Indirect Path Coefficient	P value
X1 → Y	0.177	0.031		
X2 → Y	0.402	<0.001		
X1 → Z	0.377	<0.001		
X2 → Z	0.447	<0.001		
Z → Y	0.337	<0.001		
X1 → Z → Y			0.127	0.031
X2 → Z → Y			0.151	0.013

The results of the analysis demonstrate significant relationships among the variables. The direct effect of the work environment (X1) on employee productivity (Y) has a path coefficient of 0.177 with a P value of 0.031. Employee loyalty (X2) shows a stronger direct effect on productivity, with a path coefficient of 0.402 and a P value of less than 0.001. The work environment (X1) also significantly influences organizational commitment (Z) with a path coefficient of 0.377 and a P value of less than 0.001, while employee loyalty (X2) impacts organizational commitment even more strongly, with a path coefficient of 0.447 and a P value of less than 0.001. Organizational commitment (Z) positively affects employee productivity (Y), evidenced by a path coefficient of 0.337 and a P value of less than 0.001. Additionally, the indirect effects show that the work environment (X1) influences productivity through organizational commitment, with an indirect path coefficient of 0.127 and a P value of 0.031. Similarly, employee loyalty (X2) affects productivity through organizational commitment with an indirect path coefficient of 0.151 and a P value of 0.013. These findings indicate that both the work environment and employee loyalty significantly enhance productivity, mediated by organizational commitment.

Discussion

The Influence of Work Environment on Work Productivity

The hypothesis testing results indicate that the work environment (X1) has a positive and significant influence on work productivity (Y) with a path coefficient of 0.177 and a P value of 0.031. This finding is consistent with previous studies that have shown a conducive and supportive work environment plays a critical role in enhancing employee productivity (Astuti, 2020; Mardikaningsih et al., 2022; Otoluwa & Burhan, 2023; Trisnawaty & Parwoto, 2021). A supportive work environment can enhance employee satisfaction, reduce stress, and increase focus, leading to improved productivity. For instance, ensuring physical comfort through ergonomic workspaces, reducing noise, and maintaining good air quality can significantly impact employee performance. Furthermore, a positive work atmosphere that fosters collaboration, provides clear communication channels, and offers professional growth opportunities can also contribute to higher productivity levels. The implication for the Department of Population and Civil Registration in Jember Regency is to invest in creating and maintaining such an environment. Enhancing workplace safety, comfort, and a positive atmosphere is not just about meeting basic needs but also about fostering a culture of excellence and high performance.

The Influence of Loyalty on Work Productivity

The hypothesis testing results show that loyalty (X2) has a positive and significant influence on work productivity (Y) with a path coefficient of 0.402 and a P value of less than 0.001. This aligns with previous research, which found that employee loyalty is closely related to work productivity. Loyal employees are generally more motivated, committed, and willing to go above and beyond in their job roles (Dewi et al., 2023; Liana et al., 2023; Nada & Kuntadi, 2023). Loyalty often leads to lower turnover rates, which helps maintain a stable and experienced workforce, reducing the costs and disruptions associated with hiring and training new staff. This finding highlights the importance of fostering loyalty through policies that

promote job satisfaction and a sense of belonging. The department can enhance loyalty by providing recognition for employee achievements, creating career development opportunities, and ensuring transparent and open communication between management and staff. This will not only improve productivity but also build a resilient and dedicated workforce.

The Influence of Work Environment on Organizational Commitment

The hypothesis testing results indicate that the work environment (X1) has a positive and significant influence on organizational commitment (Z) with a path coefficient of 0.377 and a P value of less than 0.001. This finding supports previous research showing that a conducive work environment enhances organizational commitment (Apriliana et al., 2021; Asi et al., 2021; Winata, 2022). A positive work environment can foster a sense of belonging and loyalty among employees, making them more committed to the organization's goals. This suggests that the department should prioritize creating an environment where employees feel valued and supported. By focusing on factors such as workplace comfort, safety, and a positive organizational culture, the department can enhance employees' commitment to the organization, which is crucial for long-term success and stability. Implementing regular feedback mechanisms and providing platforms for employees to voice their concerns can also strengthen organizational commitment.

The Influence of Loyalty on Organizational Commitment

The hypothesis testing results show that loyalty (X2) has a positive and significant influence on organizational commitment (Z) with a path coefficient of 0.447 and a P value of less than 0.001. This is consistent with previous studies indicating that employee loyalty significantly contributes to organizational commitment (Febrian et al., 2023; Liana et al., 2023; Nada & Kuntadi, 2023; Suprpto et al., 2022). Loyal employees are more likely to develop a strong commitment to their organization, resulting in better retention rates and enhanced organizational stability. This underscores the importance of fostering loyalty through various strategies, such as creating a trustworthy and transparent organizational culture, recognizing and rewarding loyal employees, and ensuring good communication between management and staff. These strategies can enhance both loyalty and organizational commitment, leading to a more dedicated and productive workforce. Additionally, building a sense of community and teamwork within the organization can further strengthen these bonds.

The Influence of Organizational Commitment on Work Productivity

The hypothesis testing results indicate that organizational commitment (Z) has a positive and significant influence on work productivity (Y) with a path coefficient of 0.337 and a P value of less than 0.001. This finding aligns with previous research that has shown organizational commitment significantly enhances employee productivity (Ariani et al., 2020; Febrian et al., 2023; Hafsyah et al., 2024; Matahelumual et al., 2019; Uktutias et al., 2021). Employees who are committed to their organization are generally more motivated, engaged, and willing to exert extra effort to achieve organizational goals. This underscores the need for organizations to foster strong organizational commitment through effective leadership, clear communication of organizational goals, and recognition of employee contributions. The department should implement strategies that enhance organizational commitment by

creating a supportive work environment, offering proper recognition and rewards, and ensuring good communication between management and employees. This can lead to improved productivity as employees who feel committed to the organization are more likely to perform at higher levels and contribute to the overall success of the organization.

The Influence of Work Environment on Work Productivity Through Organizational Commitment

The mediation analysis shows that organizational commitment (Z) mediates the influence of the work environment (X1) on work productivity (Y). The indirect path coefficient is 0.127 with a P value of 0.031, indicating a significant effect. This suggests that part of the influence of the work environment on work productivity is explained through organizational commitment. This finding is supported by previous studies that emphasize the role of organizational commitment as a mediating variable in the relationship between work environment and productivity (Otoluwa & Burhan, 2023; Trisnawaty & Parwoto, 2021; Asi et al., 2021; Winata, 2022). It highlights the indirect role that organizational commitment plays in enhancing productivity. By creating a supportive work environment, organizations can indirectly boost productivity through increased organizational commitment. This means that efforts to improve the work environment will not only have a direct impact on productivity but also an indirect one by fostering greater organizational commitment. The department should therefore focus on creating a work environment that promotes organizational commitment, as this will have a compounded positive effect on productivity. Regular assessments of the work environment and employee satisfaction can help identify areas for improvement and ensure that the department remains a supportive and productive place to work.

The Influence of Loyalty on Work Productivity Through Organizational Commitment

The mediation analysis indicates that organizational commitment (Z) mediates the influence of loyalty (X2) on work productivity (Y). The indirect path coefficient is 0.151 with a P value of 0.013, indicating a significant effect. This suggests that part of the influence of loyalty on work productivity is explained through organizational commitment. This finding underscores the indirect impact that loyalty has on productivity via organizational commitment. Previous studies have highlighted the role of organizational commitment as a mediator in the relationship between employee loyalty and productivity (Dewi et al., 2023; Liana et al., 2023; Nada & Kuntadi, 2023). For the department, this means that efforts to foster loyalty should also focus on enhancing organizational commitment. By creating a supportive work environment, recognizing and rewarding loyalty, and ensuring good communication, the department can enhance both loyalty and commitment, leading to improved productivity. This multi-faceted approach can help in building a resilient and high-performing workforce.

In summary, the study's findings provide a comprehensive understanding of the factors influencing work productivity within the Department of Population and Civil Registration in Jember Regency. By enhancing the work environment and fostering employee loyalty, the department can significantly improve organizational commitment and, subsequently, work productivity. These insights offer valuable guidance for organizational management to develop strategies that enhance employee engagement, commitment, and overall efficiency.

This research contributes to the understanding of how work environment and loyalty impact productivity and underscores the critical role of organizational commitment as a mediating factor.

CONCLUSION

This study confirms that both the work environment and employee loyalty have significant positive impacts on employee productivity at the Department of Population and Civil Registration in Jember Regency. Specifically, the work environment directly enhances productivity and indirectly influences it through increased organizational commitment. Similarly, employee loyalty not only boosts productivity directly but also through the mediating effect of organizational commitment. These findings underscore the critical importance of fostering a supportive and conducive work environment, as well as building strong employee loyalty, to improve overall productivity. By addressing these key factors, the department can achieve higher efficiency and effectiveness in its operations. This research provides practical insights for organizational management to develop strategies that enhance employee commitment and productivity, thereby contributing to the overall success of the organization.

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