

**THE EFFECT OF EMPLOYEE WORK ENVIRONMENT ON ORGANIZATIONAL
COMMITMENT IN THE UNIT OF CLASS II AIRPORT MANAGEMENT UNIT DOUW
ATURURE-NABIRE**

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Abstract

The Study aims to determine whether the work environment both physically and non-physically affects employee commitment to the Class II Douw Aturure-Nabire Airport Organizing Unit. The research approach used is quantitative, the population used amounted to 104 with the sample determined based on the slovin formula so that 83 employees were obtained. Data collection was carried out through a questionnaire with a likert scale, observation and documentation with the data analysis technique used was multiple linear regression test.

The results showed that partially the physical work environment had a positive and significant effect on organizational commitment, as well as the effect of the non-physical work environment on employee commitment showed a positive and significant effect. Simultaneously, it shows that the physical and non-physical work environment has a positive and significant effect on the organizational commitment of employees of the Class II Douw Aturure-Nabire Airport Operator Unit Office.

Keywords: Physical Work Environment, Non-Physical Work Environment, Organizational Commitment.

INTRODUCTION

There are several components that can determine the success of an organization, one of which is human resources or the workers within the organization. Human resources, in addition to capital components, are one of the most important components of an organization. An organization cannot function without employees or workers. In all forms of operational and administrative activities within the organization, they are carried out by employees. That is why employees are very much needed by the organization. Human resources must also be well-managed, making it easier for the company to achieve its goals. Having a large number of human resources can have negative impacts if not properly controlled. Having many employees who are committed to the organization is a blessing for any organization.

Organizational commitment is the most important aspect in achieving success, because if employees have a high level of commitment, they can dedicate a lot of time and actively engage in their work to reach the company's goals. If a worker is committed to an organization, it can lead them to strive to be more effective and productive. The commitment of employees determines how long the success of an organization lasts. That is why commitment is very important to pay attention to.

in the organization. However, due to being too focused on achieving the company's goals, the company often neglects how to maintain employee commitment. As a result, many employees decided to leave and seek opportunities elsewhere.

The workplace is one of the factors that can enhance employee commitment. A comfortable workplace can help employees perform their tasks more effectively by supporting them in their daily activities. Olson and Borman state in Mardikaningsih (2022:45) that one of the variables that can influence an employee's work quality is their work environment. A comfortable workplace for employees, both physically and mentally, allows them to perform their jobs well, which means that work results must continuously improve and keep increasing.

Businesses must provide a friendly and comfortable work environment for employees if they hope to achieve great goals in the future. The work environment consists of lighting, temperature, decoration, noise, duration of work, interaction with colleagues, safety, and job security. That is why having a decent workplace can also foster employee loyalty, commitment levels, efficiency, and the effectiveness of productivity. Employees who feel they are in a workplace that is suitable for them and can provide job satisfaction are likely to be more committed to the organization. The

work environment is a component that influences workers' feelings of well-being and commitment to the organization.

Having skilled and competent human resources is a factor that can drive progress in every organization, including airports. Developing human resource competencies is a key factor for success in achieving the airport's goals. One of the functions of an airport is to provide flight services to passengers efficiently, quickly, and safely to create satisfaction among the passengers. That is why airports require reliable and competent human resources. However, having reliable and competent human resources is not enough if the employees do not have a commitment to the company. What can enhance the commitment of workers is a comfortable work environment.

Regarding the importance of paying attention to the work environment at the airport, the author intends to conduct research at Nabire Airport. Nabire Airport, also known as Douw Aturure Nabire Airport, located in the city center of Nabire, is a strategic airport that operates flights from Nabire to the mountainous regions of Central Papua or to other areas in Papua. The object of the research is the Class II Airport Management Unit Douw Aturure-Nabire.

Having a comfortable work environment that supports employee performance can enhance organizational commitment at Nabire Airport. However, from the results of the questionnaire above, there are several employees who feel that the cleanliness at the Class II Airport Management Unit Douw Aturure-Nabire cannot yet be considered clean, even though a clean workplace can make employees feel comfortable working. Some employees also feel that the security at the workplace is not guaranteed. It is very important to pay attention to security at the airport because it is a place where people come and go, making it essential to prioritize safety. Some employees also feel that there is discrimination among employees. This is something that greatly influences employee commitment. Employees will feel lazy about going to work and neglect their responsibilities. Due to the fact that the work environment at their workplace cannot yet be considered good.

Having committed employees is highly desired by every company, including the Nabire Airport Management Unit. Employees who are dedicated to the organization will devote a lot of time and effort to achieving the organization's goals. Having a comfortable work environment and committed employees within the organization can make employees work more productively. If the turnover and absenteeism rates of employees are high, or if employees frequently arrive late and miss work, the performance level of the workers deteriorates. As a result, it will struggle to reach its

goals and ultimately could be detrimental. Here, the author would like to attach a summary of the employee absenteeism data at the Class II Airport Management Unit Douw Aturure-Nabire over the past four months. From the results in the table below, conclusions can be drawn about whether employees have a commitment to the organization or a lack of commitment to the organization.

Employee commitment to the company needs to be taken into account as it can reflect how employees behave, act, and address issues and operations within the organization. Employees who are less committed to the company may feel lazy about going to work, but those who are highly committed will feel anxious if they do not go to work. The number of days of employee absenteeism in a month indicates that workers are less committed to the company.

Researchers can choose their research topic, which is the impact of the work environment on organizational commitment, based on the previous description. All personnel at the Class II Airport Management Unit Douw Aturure-Nabire will participate in this research as respondents. Research can be conducted there. The influence of the work environment on employee commitment to the organization at the Class II Douw Aturure-Nabire Airport Management Unit becomes the title of this research.

RESEARCH METHOD

In Sahir, Meneuru Hardani (2021:13) states that scientific research on organized relationships and phenomena is known as quantitative research. The quantitative research technique involves the use of statistical data management techniques, after which information will be collected and produced for this research. As a set of numbers. In quantitative research, the focus is primarily on objective findings and is evaluated using validity and reliability procedures.

Kurniawan (2016:66) defines a population as a collection of individuals, objects, or events that share certain characteristics. The population in this study consists of all employees at UPBU Class II Douw Aturure Nabire, specifically 104 employees.

According to Kurniawan (2016:67), a sample is a member of a population. Although there are other sampling techniques, the method used in this research is simple random sampling. As stated by Kurniawan (2016:68), one of the sampling methods is simple random sampling, which is a technique of sampling that is random and straightforward, without considering the strata present in the population. This approach is usually chosen when individuals in the population are considered to have uniform qualities.

RESULT AND DISCUSSION

1. The Influence of Physical Work Environment on Organizational Commitment

The results of the partial hypothesis test show that the calculated t value produced by the physical work environment (X_1), which is 5.322, is greater than the table t value of 1.664 (calculated $t >$ table t) and the significance value is <0.05 . This means that the physical work environment has a positive and significant effect on organizational commitment among employees of the Class II Douw Aturure Nabire Airport management unit.

According to McGuire & McLaren (2009), a quality physical work environment has a significant impact on employee commitment to the organization. When employees are in a comfortable work environment, including optimal temperature, adequate lighting, and a well-organized workspace, it can make them feel valued and supported. In addition, a work environment that facilitates interaction among employees can build strong and positive working relationships, creating a sense of community and social support in the workplace. When employees feel connected to their colleagues and proud of their organizational identity, they tend to be more committed to the success of the organization. (McGuire & McLaren, 2009).

Research shows that an affirming work environment can significantly enhance employee commitment levels and capacity. they to achieve their goals (Zhenjing et al., 2022). This perspective is reaffirmed by Faisal & Dewi in Gunawan (2020:1860), who urge organizations to enhance the sense of comfort and safety for every employee in carrying out their duties. On the contrary, if the work environment lacks support, both in terms of technological resources or comfort, dysfunctional interpersonal relationships, and adequate social security. This can lead to a decrease in employee loyalty to the organization. Both the work environment and physical arrangements are important elements for the sustainability of employee performance and the future prospects of the organization.

Furthermore, Abidin et al. (2016) emphasize that the work environment is an important determinant of organizational commitment. It is undeniable that a complete and safe work environment can attract employee interest, as their needs are likely to be met. If an organization wants to grow, they must create an engaging work environment to enhance employee commitment and motivation, which will ultimately yield the desired results for the company.

Research conducted by Prayogi (2023) and Suryawan et al. (2023) explains that the physical work environment has a positive and significant impact on organizational commitment. A conducive work environment, characterized by adequate facilities and

a supportive atmosphere fostered by leadership, can yield beneficial outcomes for employees within the organization. (Ramdhi et al., 2021).

A commendable physical work environment provides comfort for employees, positively impacting morale and enthusiasm, and enhancing productivity and loyalty. (Marhalinda & Supiandini, 2022). In addition, research has shown that a supportive work environment, including physical conditions, can strengthen employees' commitment to the organization. (Kurniawan & Pratiwi, 2022).

A well-organized and comfortable work environment can enhance employee job satisfaction, which in turn affects organizational commitment. (Larastrini & Adnyani, 2019). Therefore, an excellent physical work environment not only has a direct impact on employee performance but also plays a crucial role in strengthening employees' commitment to the organization. Adequate facilities, a pleasant atmosphere, and a supportive work environment can foster a sense of attachment and loyalty among employees, ultimately enhancing their commitment to the organization they work for.

In the context of the physical work environment at the Class II Airport Management Unit Douw Aturure Nabire, it was assessed as very good by the questionnaire respondents, with an average score of 3.262 for the physical work environment variable. (X1). The aspects evaluated include lighting, air circulation, cleanliness, noise levels, and safety. The lighting in the work environment was rated very good with an average score of 3.289, indicating that adequate lighting contributes positively.

Employees work more efficiently and reduce eye strain. The use of sufficient sunlight is also considered very good with an average score of 3.277, as it not only provides natural lighting but also enhances the mood and physical and mental health of employees.

The air circulation in the workplace is also rated very well, with an average score of 3.313 for the air temperature control devices, which help employees work more comfortably without feeling too hot or cold. Good ventilation and the presence of plants around the workspace are rated very well with an average score of 3.277, contributing to fresher air and a more natural working environment.

The cleanliness of the workspace greatly supports the mental well-being and work spirit of employees, with an average score of 3.470, the highest among all indicators. Cleanliness creates a pleasant and professional environment, which boosts morale. The availability of clean and comfortable restrooms is rated very well with an

average score of 3.373, which is important for the well-being and comfort of employees.

The desk dividers among employees are rated positively with an average score of 3.145, helping to reduce noise disturbances and allowing employees to focus on their work. The noise at the workplace does not significantly affect employees, with an average score of 2.855, the lowest among all items; however, reducing noise remains important for comfort and productivity.

Employee safety assurance is rated very well with an average score of 3.337, creating a sense of comfort and stability for employees. Adequate safety equipment makes employees feel very secure, with an average score of 3.289, enhancing their confidence and safety.

This excellent physical work environment is closely related to organizational commitment. By providing an optimal work environment, organizations can enhance the well-being and productivity of their employees. Employees who feel comfortable, safe, and valued in the workplace tend to have a stronger commitment to the organization, creating stronger bonds, increasing loyalty, and providing opportunities for employees to grow both professionally and personally. Efforts to maintain and improve the quality of this physical work environment can help organizations create a positive and productive work culture.

2. The Influence of Non-Physical Work Environment on Organizational Commitment

The results of the partial hypothesis test show that the calculated t value produced by the non-physical work environment (X_2) is 4.717, exceeding the table t value of 1.664 (calculated $t >$ table t), with a significance level of <0.05 . This indicates that the non-physical work environment has a positive and significant influence on organizational commitment among employees of the Class II Airport Management Unit Douw Aturure Nabire.

The role of the non-physical work environment is very important in influencing organizational commitment through various factors. According to Wiranto et al. (2023), harmonious relationships among employees can foster a sense of belonging and strong attachment to the organization, which in turn creates a conducive work environment. In addition, leadership that supports employee well-being can also enhance their engagement and commitment. (Lessar et al., 2019).

Another study by Robbie & Roz (2021) shows that a non-physical work environment that promotes trust among employees, perceived organizational support, and workplace spirituality can enhance employees' commitment to the

organization. Jeon & Choi (2021) also found that positive work relationships, perceived organizational support, and employee life satisfaction can moderate the relationship between workplace spirituality, organizational commitment, and employee performance. Thus, a non-physical work environment that supports and promotes good relationships among employees, as well as pays attention to employee well-being, can positively contribute to the level of employee commitment to the organization. This emphasizes the importance of the work environment in shaping employees' attitudes and behaviors towards the organization they work for.

This research is also supported by the findings of Prasasti and Yuniawan (2017) as well as Suryaningrum, Haryono, & Amboningtyas (2019) who obtained The results indicate that the non-physical work environment has a positive and significant impact on organizational commitment.

The context of the non-physical work environment based on the questionnaire results shows that the average score for the non-physical work environment variable is 3.253, which falls into the "Very Good" category. This indicates that overall, respondents gave a positive assessment of the non-physical work environment in the company. With such an average score, it can be concluded that the relationship between supervisors and subordinates, as well as among employees, is rated very well by the respondents in the questionnaire. This reflects a positive perception of equality, good communication, collaboration, and support in the workplace. This good non-physical work environment quality can strengthen employee commitment to the organization, enhance job satisfaction, and in turn, potentially improve overall performance and productivity.

The indicator of the relationship between superiors and subordinates, item 2 stands out with a fairly high average score of 3.253 in the "Very Good" category. This statement implies that intense communication with superiors greatly boosts the respondents' enthusiasm for work. It indicates an acknowledgment of the importance of good interaction between superiors and subordinates in supporting motivation and work performance. Conversely, item 1 shows that the perception of the lack of differentiation in treatment among employees has an average score of 3.060, which falls into the "Good" category. Nevertheless, this value indicates that there is still room for improvement in ensuring that no discrimination or unfair treatment occurs in the workplace.

Meanwhile, in the indicator of employee relationships, item 3 received the highest score with the statement that good communication with colleagues greatly supports respondents in working more optimally, with an average score of 3.422, which falls into the "Very Good" category. This illustrates the importance of

collaboration and effective communication among colleagues in achieving common goals. On the other hand, item 4 shows that the majority of respondents feel they always help their coworkers when they need assistance, with an average score of 3.277, which also falls into the "Very Good" category. This reflects a cooperative and supportive work culture among employees.

From these results, it can be concluded that intense communication and good relationships between superiors and subordinates, as well as among employees, have a significant impact on morale, motivation, and work effectiveness in the workplace. The recognition of the importance of good interaction and support among colleagues can strengthen employees' attachment and commitment to the organization. In addition, harmonious relationships in the workplace can also enhance job satisfaction, productivity, and overall work quality.

3. The Influence of Physical Work Environment and Non-Physical Work Environment on Organizational Commitment

The statistical analysis conducted shows that both variables, namely the Physical Work Environment and the Non-Physical Work Environment, have a positive and significant impact collectively on the Organizational Commitment of employees at the Class II Airport Management Unit Douw Aturure Nabire. The calculated *f* value obtained is 28.648 with a significance value of 0.000, indicating a strong relationship between the variables and organizational commitment.

The physical and non-physical work environments play a crucial role in creating conditions that support both employees and the organization as a whole. The physical work environment, such as physical facilities, room layout, noise, lighting, and cleanliness, can affect employee comfort and productivity (Lin et al., 2020). For example, a well-organized and comfortable workspace can enhance employee productivity and well-being, which in turn can increase their commitment to the organization. (Arundell et al., 2018).

On the other hand, the non-physical work environment, which involves organizational culture, policies, communication, and relationships among employees, also plays a crucial role in creating a supportive work atmosphere. (Lee, 2016). Employees who feel valued and supported tend to have a higher level of commitment to the organization. (Lin et al., 2013).

Therefore, both the Physical and Non-Physical Work Environments complement each other to create a supportive and motivating workplace for employees. When both aspects are optimal, employees tend to feel satisfied with their work environment and are more emotionally and psychologically attached to the

organization they work for. Thus, these two environments work together to create a motivating workplace for employees. When both are optimal, employees are likely to feel satisfied and emotionally and psychologically connected to the organization they work for. (Samani et al., 2015).

CONCLUSION

Based on the results of the statistical test regarding the influence of the Work Environment on Organizational Commitment, the following conclusions can be drawn:

1. Partially, the Physical Work Environment has a positive and significant effect on Organizational Commitment.
2. Partially, the Non-Physical Work Environment has a positive and significant effect on Organizational Commitment.
3. Simultaneously, both the Physical Work Environment and the Non-Physical Work Environment have a positive and significant effect on Organizational Commitment.

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