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THE INFLUENCE OF THE WORK ENVIRONMENT AND COMPETENCY ON PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENTS AS INTERVENING VARIABLES
(Study on the Poverty Reduction Coordination Team Bapedda Bondowoso Regency)

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ABSTRACT

This research is motivated by data on the percentage of poor people in Bondowoso Regency which is still fluctuating. Also based on the achievement of performance in the context of accelerating poverty reduction, the Sweet Tape Movement has not been optimal. The purpose of this study was to determine directly or indirectly the influence of the work environment and employee competence on employee performance through organizational commitment as an intervening variable for members of the Bondowoso Regency Poverty Reduction Coordination Team. The population of this study was 250 employees, while the number of samples was 125 people using purposive sampling technique. The analysis technique used is the Structural Equation Model (SEM) using WarpPLS 5.0. 1. the results of data analysis indicate that the test results have a significant effect on the work environment on organizational commitment of 0.001; 2. the test results have a significant effect of employee competence on organizational commitment of 0.001; 3. the test results have a significant effect of the work environment on the performance of members of 0.001; 4. the test results have a significant effect of employee competence on the performance of members of 0.001; 5. the test results have a significant effect of organizational commitment on the performance of members of 0.009; 6. The indirect effect of the work environment on the member's performance variable through the intervening variable of organizational commitment is 0.079 with a significant level of 0.010; 7. The indirect effect of the employee competence variable on the performance of members through the intervening variable of organizational commitment is 0.065 with a significant level of 0.015.

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1.   INTRODUCTION

Human resources are the main driver of the running of an organization. These resources can be trained, developed, maintained for the future of the organization and can even determine the continuity of the organization. Without human resources all activities or plans that have been prepared by the organization will not be able to run. The human factor is a core resource in achieving organizational goals, but it cannot be denied that humans also still need supporting factors such as the work environment. The process of carrying out main duties and functions both as employees, especially those on duty outside the office, then the work environment plays an important role in supporting the smooth running of employees in completing their performance. The work environment is social, psychological [1]. Between humans and the environment there is a very close relationship, every employee cannot be separated from various circumstances around the

workplace. States that the work environment is a place where there are a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission [2].

Work environment support for human resources to achieve optimal organizational goals. In addition, competent human resources have an influence on the achievement of organizational goals through optimal performance. Like opinion [1] competence contains aspects of knowledge, skills, (expertise) and abilities or personality characteristics that affect performance. States that competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference [3]. Moeheriono further explained that competence lies on the inside of every human being and is forever in a person's personality which can predict behavior and performance in a broad sense in all situations and work tasks assigned to him.

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals, or criteria that have been determined in advance and have been mutually agreed upon. States that performance is the result of work both in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him.

Research results [4] shows that individual competence on employee performance has no partial effect. The results of this study contradict the opinion [1] which states that competence contains aspects of knowledge, skills, (expertise) and abilities or personality characteristics that affect performance. In addition to Sutrisno's opinion, the results of this study contradict the results of the study [5] which states that competence has a positive and significant direct effect on employee performance, while organizational commitment has a positive and insignificant effect on employee performance.

Based on the theory that is assumed to be important in improving the performance above and supported by similar empirical, the selected research object is the Regional Development Planning Agency (BAPPEDA) of Bondowoso Regency. The Regional Development Planning Agency (BAPPEDA) is a supporting element of regional governments in the field of regional development planning. Based on the Bondowoso Regency Regulation Number 7 of 2016 concerning the Establishment and Structure of the Bondowoso Regency Regional Apparatus and Bondowoso Regent Regulation Number 7 of 2016 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Bondowoso Regency Regional Development Planning Agency, the Structure of the Regency Regional Development Planning Agency Bondowoso. While in his position as the Bondowoso Regency Regional Apparatus Work Unit,

Based on the main tasks and functions of the Bondowoso Regency BAPEDDA above, the object in this study focuses on the Social and Cultural fields. Top-down programs also have other weaknesses that are often encountered in their implementation, such as mistargeting, the interests of officials or officials and making the poor dependent on the assistance provided. Besides that, other impacts that also arise as a result of programs like this are the lack of cultural values that exist in the community such as the nature of mutual cooperation, a sense of caring and togetherness as well as the values of local wisdom that exist in the community. Thus, it is necessary to have a clear understanding of the conditions of poverty that exist in each region so that the efforts to be carried out become more focused and effective.

Poverty alleviation is a problem in every region in Indonesia, including Bondowoso Regency. Poverty is a major problem that must be handled by every local government to support the development priorities of East Java Province, one of which is Poverty Alleviation and Poverty Reduction in East Java. It is hoped that poverty in Bondowoso Regency can decrease every year. Supporting Factors in the Assessment of Provision of Regional Development Awards in 2021, one of which is Moral Development and Community Welfare.

In the Sweet Tape Movement (Response Care for the Poor) program, there are 4 strategies, namely, Institutional Strengthening, Forming a Poverty Reduction Coordination Team in 23 Districts, 219 Villages/Kelurahan; Strengthening One Data, Carrying out integrated verification and validation of poverty data by utilizing the single data system in SAID for poverty program targets; Opening Complaints Services for the Poor, Tape Manis Command Posts in Regencies, Districts, and Villages to receive and facilitate Complaints for the Poor who have not been targeted by the poverty program and are not included in DTKS; Establishing partnerships, establishing partnerships with poverty programs with KOMPAK, BAZNAZ, CSR Forums, Shelters (Patient Rooms), Bondowoso Alms and other institutions.

Based on the Report of the Response to Care for the Poor Movement (Tape Manis) dated December 17, 2019, which contains answers to the complaints of the poor that are not covered in the Bondowoso Regency Regional Revenue and Expenditure Budget. The purpose of the establishment of the Sweet Tape Movement is so that all poor people who are not covered in the APBD can experience government services in accordance with the vision and mission of the Bondowoso Regency Government. The Sweet Tape Movement has been recognized by the Ministry of State Apparatus Empowerment and Bureaucratic Reform which will

later be adapted by other regions in dealing with poverty throughout Indonesia, besides the Sweet Tape Movement has become an innovation in the assessment of regional development awards.

Bondowoso Regency is one of the regencies in East Java Province which is located in the east of Java Island. The majority of the residents of Bondowoso district are Madurese, with Madurese as their everyday language. The total population of Bondowoso Regency in 2018 was 771,691 people spread over 23 sub-districts with a poverty rate of 14.45%. Based on the author's initial research, the data on poverty rates are described as in the following table:

Table 1. Number and Percentage of Poor Population 2018-2020.

No	Year	Number of Souls	Percentage (%)
1	2018	110,980	14.39%
2	2019	103,330	13.33%
3	2020	110,420	14.17%

Data source: BAPPEDA. Bondowoso Regency 2021.

Regent Regulation Number 42A of 2019 concerning Movement and Response to Concern for the Poor in Bondowoso Regency and Regent's Decree Number 188.45/280/430.4.2/2020 concerning the Coordinating Team for Poverty Reduction in Bondowoso Regency in 2020. In order to accelerate poverty reduction, the Sweet Tape Movement was formed. The Poverty Reduction Coordination Team consists of the Regency Team, the Subdistrict and the Village/kelurahan. The Regent's decree contains several main tasks and functions of the in general.Regency/Municipal has the task of coordinating policy formulation, planning, implementation, and monitoring the implementation of Poverty Reduction in its territory. The main tasks and functions of the, not all of them achieve the predetermined targets. The following are indicators of performance achievements in order to accelerate poverty reduction through the Sweet Tape Movement.

Table 2 Assessment Indicators of the Bondowoso Regency Poverty Reduction Coordination Team

No	Indicator	Target	Realization		
			2019	2020	2021*
1	Preparation of RPKD and district/city action plans.	100%	65	70	72
2	Coordination of the preparation of the district/city RKPD draft in the field of Poverty Reduction	100%	68	76	79
3	Coordination of program implementation in the field of Poverty Reduction	100%	66	72	75
4	Facilitate the development of partnerships in the field of Poverty Reduction	100%	73	77	77
5	Preparation of monitoring instruments, implementation of monitoring, and reporting of monitoring results on the implementation of Poverty Reduction	100%	70	79	81
6	Management of public complaints in the field of Poverty Reduction in accordance with the provisions of the legislation.	100%	74	84	85
7	Implementation of other functions assigned by the regent. (update the data for the poor and those who can afford it)	100%	73	85	88

Data source: BAPPEDA. Bondowoso Regency 2021.

Based onThe table shows that the performance of the in the context of accelerating poverty reduction through the Sweet Tape Movement has not been optimal. This is due to several factors, one of which is the formation of the through the "Tape Manis" movement which has only been running for 2 years. So it has not been able to achieve the predetermined performance targets. In addition, members are employees of the Bondowoso Regency OPD as well as village officials who are directly appointed by the OPD leadership. So that in general the competencies possessed by members are not uniform between regions. This is because the formation of at the Regency, Subdistrict and Village levels did not go through a clear selection, only in the form of appointments to village employees/devices who already have their own main tasks and functions at their workplace. So that there is a double tupoksi in 1 employee/village apparatus. This is a factor hampering the achievement of the realization of the program in Bondowoso Regency.

1.1 LITERATURE REVIEW

The main theory (grand theory) which is used as the basis in this research is the theory of Psychological Perspective. This theory is a synthesis of various scientific views related to behavioral psychology and cognitive psychology. through his study of organizational behavior, said that the guide to studying behavior in organizations is to use a stimulus-response approach. Developed this model into SOBC (Stimulus-Organism-Behavior-Consequences) with the same assumptions as the SOR model. The advantage

given by the SOBC model is that there are consequences that indicate the orientation to be achieved through work behavior. Every behavior is directed towards improving performance.

1.1.1 Employee performance

That human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping the realization of the goals of the company, employees and society [6]. As well as views [7] states that human resource management is one of the fields of general management which includes aspects of planning, organizing, implementing and controlling, human resources in an organization.

1.1.2 Work environment

The work environment is one of the important factors that need to be considered by a manager/organizational leader in maintaining human resources, namely by providing and seeking a comfortable, safe and conducive work environment because that is where an employee spends his working time every day [6].

1.1.3 Job Placement

Argues that competence is a characteristic that underlies a person related to the effectiveness of an individual's performance in his work or the basic characteristics of an individual that has a causal relationship or as a cause and effect with criteria that are used as a reference, effective, or excellent or superior performance in the workplace [7]. suggests that competence is the capacity that exists in someone who can make that person able to fulfill what is required by work in an organization so that the organization is able to achieve the expected results. Competence shows certain knowledge, skills, and attitudes of a profession in certain skill traits, which characterize a professional.

1.1.4 Organizational Commitment

According to [7], organizational commitment is: "(1) a strong desire to become a member in a group, (2) a high willingness to work for the organization, (3) a certain belief in and acceptance of the values and goals of the organization". [6] organizational commitment is "a state when an employee side with a particular organization and its goals and desires to maintain membership in the organization".

1.1.5 Performance

by theoretical, according to [8] Performance is a translation of English "performance" which means work or work performance. Performance is the result of work that has a strong relationship with the company's strategic goals, customer satisfaction, and contributes to the economy. Thus, performance is related to how employees do the work and the results achieved from the work. In contrast to the two definitions above, according to [3] Performance is a process that refers to and is measured over a certain period of time based on pre-determined provisions or agreements.

2. RESEARCH METHOD

2.1 Research design

This research uses descriptive and quantitative research methods. according to [9] descriptive method is a method for analyzing data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations.

2.2 Population and Sample

The population in this study were all employees of the Bondowoso Regency Poverty Reduction Coordination Team totaling 250 people consisting of 23 District Coordinators, 219 Village level officers and 8 Regency Teams. The theoretical basis used to determine the number of samples to be used in this study is based on the theory according to Roscoe quoted [9] provide a general reference for determining sample sizes greater than 30 and less than 500 are appropriate for most studies. Referring to the opinion above and based on the considerations that have been put forward, the number of samples used in this study were 125 respondents. The sampling technique used in this study is non-probability sampling, namely the purposive sampling method.

3. RESEARCH RESULTS AND DISCUSSION

3.1 Characteristics of Respondents

Respondents in this study were members of the Poverty Reduction Coordination Team of Bondowoso Regency, amounting to 125 people. Characteristics of respondents are distinguished by gender, age and education. These characteristics are obtained from the respondents' answers to the questionnaires that have been given. The characteristics of these respondents by the researchers made into a table to facilitate the assessment or conclusion.

Table 4 Characteristics of Respondents by Gender

		Respondent	Percentage
Gender	Man	87	69.6%
	Woman	38	30.3%
	Total	125	100%
Age	21 - 30 years old	24	19.2%
	31 - 40 years old	46	36.8%
	41 - 50 years	47	37.6%
	51 - 60 years	8	6.4%
	Total	125	100%
Education	senior High School	72	57.6%
	D3	28	22.4%
	S1	25	20.0%
	Total	125	100%

Source: Primary data processed by researchers

3.2 Validity test

The validation test criteria are using the loadings factor criteria (cross-loadings factor) with a value of more than 0.70 and the average variance extracted (AVE) with a value exceeding 0.70 for the convergent validity test and for the discriminant validity test using a comparison of the roots of the AVE with correlation between variables. The results of WarpPLS 5.0 are as follows:

Table 5 Combined loadings and cross-loadings

	X1	X2	Z	Y	Type (a	SE	P value
X1.1	**0.761**	0.779	-0.602	0.112	Reflect	0.084	0.001
X1.2	**0.786**	0.270	-0.088	-0.413	Reflect	0.078	<0.001
X1.3	**0.704**	-0.682	0.246	0.430	Reflect	0.077	<0.001
X1.4	**0.780**	-0.411	0.118	0.154	Reflect	0.074	<0.001
X1.5	**0.745**	0.829	-0.068	-0.374	Reflect	0.080	<0.001
X2.1	-0.034	**0.745**	0.038	0.369	Reflect	0.078	<0.001
X2.2	-0.132	**0.758**	-0.256	0.416	Reflect	0.076	<0.001
X2.3	0.138	**0.756**	0.185	0.135	Reflect	0.078	<0.001
X2.4	0.331	**0.765**	-0.022	-0.504	Reflect	0.080	<0.001
X2.5	-0.177	**0.707**	0.077	-0.446	Reflect	0.075	<0.001
Z1.1	0.154	-0.307	**0.730**	0.336	Reflect	0.085	0.004
Z1.2	-0.303	-0.219	**0.764**	0.422	Reflect	0.076	<0.001
Z1.3	-0.128	0.138	**0.729**	-0.068	Reflect	0.075	<0.001
Z1.4	0.539	0.201	**0.798**	-0.451	Reflect	0.079	<0.001
Z1.5	0.181	-0.066	**0.779**	-0.241	Reflect	0.078	<0.001
Z1.6	-0.164	0.077	**0.799**	0.081	Reflect	0.075	<0.001
Y1.1	0.201	0.516	-0.415	**0.729**	Reflect	0.077	<0.001
Y1.2	0.272	0.419	0.232	**0.753**	Reflect	0.082	<0.001
Y1.3	-0.101	-0.921	0.408	**0.711**	Reflect	0.079	<0.001
Y1.4	0.099	-0.209	-0.113	**0.746**	Reflect	0.075	<0.001
Y1.5	-0.453	0.286	0.101	**0.740**	Reflect	0.078	<0.001

Source: Primary data processed by researchers 2021

The results of the WarpPLS 5.0 calculation in table 5 show that each value in the cross-loading factor has reached a value above 0.7 with a p value below 0.001, thus the convergent validity test criteria have been met.

3.3 Reliability Test

Reliability testing is carried out with the aim of ensuring that the research instrument used can provide a consistent measurement of the concept without any bias. The results of WarpPLS 5.0 data processing are as follows:

Table 6 Reliability Test

Variable	*Composite reliability*	*Cronbach's alpha*
Work environment	0.717	0.740
Employee competence	0.726	0.728
Organizational commitment	0.748	0.706
member performance	0.716	0.763

Source: Primary data processed by researchers 2021

The basis used in the reliability test is the value of Composite reliability coefficients and Cronbach's alpha coefficients above 0.5. The results in table 4.10 show that the questionnaire instrument in this study has met the requirements of the reliability test.

3.4 Inner Model Evaluation

3.4.1 Direct Effect Path Coefficient Calculation

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect effect of the work environment (X1) and employee competence (X2) on organizational commitment (Z) and the performance of members of the (Y) Structural Local Government of Bondowoso Regency. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient values can be seen in the following table:

Table 7 Coefficient Value of Direct Effect Path

No.	Variable Free	Variable Bound	Path coefficient (β)	-value	Description
1.	Work environment	Commitment	0.388	0.001	Significant
2.	Competence	Commitment	0.316	0.001	Significant
3.	Work environment	Performance	0.337	0.001	Significant
4.	Competence	Performance	0.384	0.001	Significant
5.	Organizational commitment	Performance	0.205	0.009	Significant

Source: Primary data processed by researchers 2021

a. The results of testing the work environment variable (X1) on organizational commitment obtained a Path coefficient value of 0.388 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05), then H0 is rejected, thus there is a significant effect of the work environment (X1) on organizational commitment (Z).

b. The results of testing the employee competency variable (X2) on organizational commitment (Z) obtained a Path coefficient value of 0.316 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05), then H0 is rejected, thus there is a significant effect of employee competence (X2) on organizational commitment (Z).

c. The results of testing the work environment variable (X1) on the performance of members (Y) obtained a Path coefficient value of 0.337 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05), then H0 is rejected, thus there is a significant effect of the work environment (X1) on the performance of members (Y).

d. The results of testing the employee competency variable (X2) on the performance of members (Y) obtained a Path coefficient value of 0.384 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05), then H0 is rejected, thus there is a significant effect of employee competence (X2) on the performance of members (Y).

e. The results of testing the organizational commitment variable (Z) on the performance of members (Y) obtained a Path coefficient value of 0.205 with an -value of 0.009. Because the -value is smaller than (0.009 < 0.05), then H0 is rejected, thus there is a significant effect of organizational commitment (Z) on the performance of members (Y).

3.4.2 Indirect Influence Pathway

The indirect effect test is carried out by looking at the results of the path tested, if all the paths traversed are significant then the indirect effect is also significant, and if there is a non-significant path then the indirect effect is said to be non-significant. The indirect effect path coefficient is presented in table 8.

Table 8 Coefficient of Indirect Effect Path

Variable Free	Variable Intervening	Variable Bound	Path coefficient	-value	Note.
Evaluation	Commitment	compression	0.079	0.010	Significant
Competence	Commitment	compression	0.065	0.015	Significant

Source: Primary data processed by researchers 2021

Indirect influence of the work environment (X1¬) on the member's performance variable (Y) through the organizational commitment intervening variable (Z) of 0.079, which is smaller than the direct effect of the work environment variable (X1) on the member's performance variable (Y) which is 0.337.

The indirect effect of the employee competence variable (X2) on the performance of members (Y) through the intervening variable of organizational commitment (Z) of 0.065 which is smaller than the direct effect of the employee competence variable (X2) on the member's performance variable (Y), namely of 0.384. Thus, it can be stated that the work environment (X1) and employee competence (X2) affect the performance of members (Y) through organizational commitment (Z) with a smaller value than the direct effect.

3.4.3 Total Effect Path Coefficient Calculation

Calculation of the total effect or total effect is to add up the value of direct and indirect effects. The total influence path coefficient is presented in table 9.

Table 9 Total Effects

No.	Variable Free	Variable Bound	*Direct*	Indirect	*Total Effects*
1.	Work environment	Commitment	0.388	-	0.388
2.	Competence	Commitment	0.316	-	0.316
3.	Work environment	Performance	0.337	0.079	0.416
4.	Competence	Performance	0.384	0.065	0.449
5.	Organizational commitment	Performance	0.205	-	0.205

Source: Primary data processed by researchers 2021

Based on the calculation of the path coefficient, it appears that:

a. The total influence of the work environment (X1) on the performance of members (Y) is 0.416 with details of the direct effect of 0.337 and the indirect effect of 0.079.

b. The total influence of employee competence (X2) on the performance of members (Y) is 0.449 with details of the direct effect of 0.384 and the indirect effect of 0.065.

From the above calculation, the independent variable that has the strongest influence on the organizational commitment variable (Z) is the work environment variable (X1), which is 0.388. Meanwhile, the independent variable that has the strongest influence on the member's performance variable (Y) is employee competence (X2), which is 0.387. And the independent variable that has an influence on the member's performance variable (Y) through the organizational commitment intervening variable (Z) is the work environment variable (X1), which is 0.079.

3.4.4 Hypothesis Model

Hypothesis testing is based on the results of the analysis of the PLS SEM model which contains all the variables supporting the hypothesis test. The PLS model with the addition of the organizational commitment variable as a mediating variable explains that the addition of the variable will provide an additional contribution as an explanation of the performance of members.
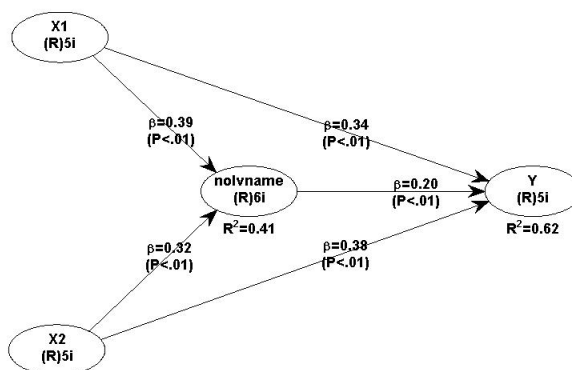

Figure 1 Path Analysis Results

3.4.5 Structural Model Testing

The research model test was conducted to see the suitability of the model built in the study. A good research model will be able to describe the suitability of the relationship between the variables in the study. The use of WarpPLS 5.0 has provided calculation results that show the criteria used to assess whether the model is appropriate.

Table 10 Research Model Test

Description	Ideal	Mark	Description
Average path coefficient (APC)	<= 0.05	P<0.001	Significant
Average R-squared (ARS)	<= 0.05	P<0.001	Significant
Average adjusted R-squared (AARS)	<= 0.05	P<0.001	Significant
Average block VIF (AVIF)	<= 3.3	1,698	ideal
Average full collinearity VIF (AFVIF)	<= 3.3	2.104	Ideal
Tenenhaus GoF (GoF)	big	0.416	Fit
Sympson's paradox ratio (SPR)	1	1	Ideal
R-squared contribution ratio (RSCR)	1	1	Ideal
Statistical suppression ratio (SSR)	>= 0.7	1	Ideal
Nonlinear bivariate causality direction ratio (NLBCDR)	>= 0.7	1	Ideal

Source: Primary data processed by researchers 2021

3.4.6 Coefficient of Determination

Results From the analysis of the influence of the work environment and employee competence on organizational commitment, it shows the value of the coefficient of determination or R2 is 0.407, from these results it means that all independent variables (work environment and employee competence) have a contribution of 40.7% to the dependent variable (organizational commitment), and the remaining 59.3% is influenced by other factors not included in the study.

The results of the analysis of the influence of the work environment, employee competence and organizational commitment to the performance of members, shows the value of the coefficient of determination or R square of 0.621, from these results it means that all independent variables (work environment, employee competence) and organizational commitment) has a contribution of 62.1% to the dependent variable (member performance), and the remaining 37.9% is influenced by other factors not included in the study.

3.5 Discussion

3.5.1 The Influence of Work Environment on Organizational Commitment

Based onthe results of testing the work environment variable on organizational commitment obtained a coefficient value of 0.388 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05), then H0 is rejected so that there is a significant effect of the work environment on organizational commitment. This means that the work environment has a significant effect on organizational commitment, which is proven true or H1 is accepted. The results of this study have significant similarities with previous research conducted by [10],[11] states that there is an effect of the work environment on organizational commitment.

3.5.2 The Influence of Employee Competence on Organizational Commitment

Based on the results of testing the employee competence variable on organizational commitment, the coefficient value is obtained as big as0.316 with value of 0.001. Because the -value is smaller than (0.001 < 0.05), then Ha is rejected so that employee competence has a significant effect on organizational commitment. This means that employee competence has a significant effect on organizational commitment. Structural local government of Bondowoso Regency is proven to be true. This study contradicts the results of previous research conducted by [12],[10],[13]. Which states that employee competence has a significant effect on organizational commitment [14],[11].

3.5.3 The Influence of the Work Environment on the Performance of Members

Based on the results of testing the work environment variable on the performance of members, the coefficient value is 0.337 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05) then H0 is rejected, thus there is a significant effect of the work environment on the performance of members. This means that the work environment has a significant effect on the performance of the Poverty Reduction Coordination Team in Bondowoso Regency, which is proven true or H3 is accepted. This is supported by research conducted [10],[13],[15],[16] which states that there is a positive and significant direct influence work environment on the performance of members. In addition to the results of research that support the following research which is contradictory [15] states that the work environment has no significant effect on performance.

3.5.4 The Influence of Employee Competence on the Performance of Members

Based on the results of testing the employee competence variable on the performance of members, the coefficient value is 0.384 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05), then H0 is rejected, thus there is a significant effect of employee competence on the performance of members. Based on the fourth hypothesis, employee competence affects the performance of members. This means that employee competence has a significant effect on the performance of the Poverty Reduction Coordination Team in Bondowoso Regency, it is proven true or H4 is accepted. This study has significant similarities with previous research conducted by [17],[15],[14],[18],[11] which states that there is a positive and significant direct influence employee competence on performance. In addition to the results of research that support the following research which is contradictory. [15],[5] states that employee competence has no significant effect on performance.

3.5.5 The Effect of Organizational Commitment on the Performance of members

Based on the results of testing the organizational commitment variable on the performance of members, the coefficient value is 0.205 with an -value of 0.001. Because the -value is smaller than 0.001 < 0.05) then H0 is rejected, thus there is a significant effect of organizational commitment on the performance of members. This means that organizational commitment has a significant effect on the performance of the Poverty Reduction Coordination Team in Bondowoso Regency, which is proven true or H5 is accepted.

As for this study, there are significant similarities in results with previous research conducted by [5],[17], [10],[19],[14],[18],[16], which states that organizational commitment has a positive effect on performance. In addition to the results of research that support the following research which is contradictory. [18] states that organizational commitment has no significant effect on performance.

3.5.6 The Influence of the Work Environment on the Performance of Members through Organizational Commitment

Based on the sixth hypothesis, the work environment affects the performance of members through organizational commitment. After testing and analyzing the data, the results showed that the indirect effect of the work environment $(X1\neg)$ on the member's performance variable (Y) through the organizational commitment intervening variable (Z) of 0.001 which is smaller than the direct effect of the work environment variable $(X1)$ on the member's performance variable (Y) which is 0.337. The total effect of the work environment $(X1)$ on the performance of members (Y) is 0.416 with details of the direct effect of 0.337 and the indirect effect of 0.001. It can be concluded that if the work environment affects organizational commitment and organizational commitment affects the Performance of the Poverty Reduction Coordination Team in Bondowoso Regency. So it can be concluded that the work environment indirectly has an influence on performance through organizational commitment.

3.5.7 The influence of employee competence on the performance of members through organizational commitment

Based on the seventh hypothesis, employee competence affects the performance of members through organizational commitment. After testing and analyzing the data, the results showed that the indirect effect of the employee competence variable $(X2)$ on the performance of members (Y) through the intervening variable organizational commitment (Z) was 0.065, which was smaller than the direct effect of the employee competency variable $(X2)$ on the member's performance variable (Y) which is 0.384. The total influence of employee competence $(X2)$ on the performance of members (Y) is 0.54 with details of the direct effect of 0.384 and the indirect effect of 0.065. It can be concluded that if the work environment affects organizational commitment and organizational commitment affects the Performance of the Poverty Reduction Coordination Team in Bondowoso Regency. So it can be concluded that employee competence indirectly has an influence on performance through organizational commitment. If members of the Bondowoso Regency Poverty Reduction Coordination Team have a good work environment and organizational commitment, then they should be able to improve their performance.

4. CONCLUSION

Based on the research findings, the conclusions in this study are as follows:
a. The test results prove that the work environment has a positive and significant effect on the organizational commitment of members of the Bondowoso Regency Poverty Reduction Coordination Team.
b. The test results prove that employee competence has a positive and significant effect on organizational commitment of members of the Bondowoso Regency Poverty Reduction Coordination Team.
c. The test results prove that the work environment has a positive and significant effect on the Performance of the Poverty Reduction Coordination Team in Bondowoso Regency.
d. The test results prove that employee competence has a positive and significant effect on the Performance of the Poverty Reduction Coordination Team in Bondowoso Regency.
e. The test results prove that organizational commitment has a positive and significant effect on the performance of the Poverty Reduction Coordination Team in Bondowoso Regency.
f. The test results prove that there is an indirect influence of education level on the performance variable of members through the intervening variable of organizational commitment. Members of the Bondowoso Regency Poverty Reduction Coordination Team whose value is smaller than the direct effect.
g. The test results prove the indirect effect of the employee competency variable on the performance of members through the intervening variable organizational commitment of the Bondowoso Regency Poverty Reduction Coordination Team member whose value is smaller than the direct effect.

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