

The Influence of Work Environment, Education and Training, and Organizational Commitment on the Performance of Village Officials in Candi Laras Selatan District, Tapin Regency

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ABSTRACT

This study aims to analyze the influence of the work environment, education and training, and organizational commitment on the performance of village officials in Candi Laras Selatan District, Tapin Regency. The research method used is a quantitative approach with multiple linear regression analysis techniques using data from 53 village official respondents. The results show that the three independent variables have a positive and significant effect on the performance of village officials, both partially and simultaneously with an Adjusted R² value of 0.388. This means that 38.8% of the variation in village official performance is influenced by the work environment, education and training, and organizational commitment. This finding emphasizes the importance of managing a conducive work environment, improving competency, and strengthening organizational commitment to improve the performance of village officials

INTRODUCTION

The performance of village officials is a strategic factor in realizing effective, transparent, and responsive village governance to community needs. As the spearhead of local governance, village officials play a crucial role in implementing public policy, providing administrative services, and empowering communities. However, the quality of their performance is determined not only by individual capacity but also by the work environment, education and training received, and the level of organizational commitment. In the context of Candi Laras Selatan District, Tapin Regency, the dynamics of village official performance still face complex challenges, particularly in terms of consistent task implementation, professionalism, and adaptation to changing village government regulations.

Theoretically, the work environment is closely related to productivity and job satisfaction. According to Robbins and Judge (2019), a conducive work environment—both physical and non-physical—can increase employee motivation and effectiveness in carrying out their duties. Factors such as a comfortable workspace, relationships between employees, and leadership support are key determinants of a positive work environment. This condition aligns with Herzberg's Two-Factor Theory, which emphasizes that hygiene factors such as the work environment significantly influence employee satisfaction and performance.

Furthermore, education and training (diklat) serve as instruments for developing human resource capacity in public organizations. According to Mathis and Jackson (2011), planned and relevant training to job needs will improve the knowledge, skills, and attitudes of officials in carrying out government duties. In the context of village officials, training not only improves technical administrative skills but also strengthens understanding of the principles of participatory and accountability-based village governance. This approach is supported by Human Capital theory, which states that investment in education and training will increase the productive value of individuals within the organization.

Meanwhile, organizational commitment acts as a primary driver of work behavior oriented toward achieving institutional goals. Meyer and Allen (1991) explain that organizational commitment consists of three dimensions: affective, normative, and continuity. These three dimensions describe the extent to which individuals have an emotional, moral, and rational attachment to the organization. In the context of village government, a strong commitment of village officials to the institution's vision and mission will encourage them to work professionally, loyally, and responsibly in public service.

Village apparatus performance, as explained by Mangkunegara (2017), can be measured through aspects of quality, quantity, timeliness, and responsibility in carrying out tasks. The relationship between the work environment, education and training, and organizational commitment to performance is interesting to study because all three reflect the synergy between external, internal, and psychological factors of employees. In Candi Laras Selatan District, variations in the level of competence, work facilities, and work motivation of village apparatus give rise to performance disparities between

regions. Therefore, this study aims to empirically analyze how these three factors influence the performance of village apparatus, thereby providing strategic recommendations for improving the effectiveness of village governance.

This research is expected to provide theoretical contributions to the development of human resource management studies in the public sector, particularly in the context of village governance in Indonesia. Furthermore, in practice, the results can serve as a basis for local governments in formulating policies to improve the capacity of village officials through optimizing the work environment, implementing ongoing education and training programs, and strengthening organizational commitment.

LITERATURE REVIEW

The theoretical study in this research on the influence of the work environment, education and training, and organizational commitment on the performance of village officials in Candi Laras Selatan District, Tapin Regency is rooted in modern human resource management (HRM) theory. According to Simamora (2018), HRM encompasses the process of utilizing, assessing, and developing employees to optimally achieve organizational goals. This view is reinforced by Colquitt et al. (2015) who assert that the HRM function is responsible for creating working conditions that support optimal performance through physical, psychological, and social aspects.

In the context of village officials, a conducive work environment is the foundation for effective public service. Research by Budiasa (2021) and Apriani & Djamil (2023) shows that both the physical environment (such as lighting, ventilation, and spatial planning) and non-physical factors (such as social relations and communication) have a significant positive influence on employee performance.

Sedarmayanti (2011) added that a safe and comfortable work environment increases work enthusiasm, fosters a sense of belonging, and reduces employee psychological stress, all of which support productivity.

Furthermore, education and training are strategic factors in improving the competence of village officials. Based on Becker's (1964) Human Capital theory, education and training are forms of investment in human capital that can increase an individual's economic value and productivity. Armstrong (2016) asserts that training and development are systematic processes to ensure that employees possess the competencies required by the organization, while Marwansyah (2019) views them as a means of developing technical and interpersonal skills.

Recent research by Nazim et al. (2024) and Faiqoh et al. (2022) shows that training has a significant effect on improving employee performance through increased organizational commitment.

In the village context, training programs relevant to financial governance, development planning, and public services have been shown to improve the technical skills and self-confidence of village officials.

Meanwhile, organizational commitment is a psychological aspect that determines the extent to which village officials are loyal and attached to their institution. Allen and Meyer (1990), using the Three-Component Model, define organizational commitment in three main dimensions: affective commitment

(emotional attachment), continuance commitment (awareness of the consequences of leaving the organization), and normative commitment (a sense of moral obligation). High commitment results in dedication, discipline, and a desire to make maximum contributions to the organization.

Luthans (2011) and Colquitt et al. (2010) added that organizational commitment reflects employee loyalty to the organization's values and goals, which ultimately improves performance. This is evident in research by Anggraini, Soeliha, and Tulhusnah (2022), which found that organizational commitment mediates the relationship between training and public sector employee performance.

Village apparatus performance can be understood as the work results achieved by individuals according to their roles within the organization. Mangkunegara (2017) explains that performance is influenced by ability, motivation, and work environment conditions. Empirical research findings, contained in the document, indicate that the work environment, education and training, and organizational commitment simultaneously significantly influence village apparatus performance by 38.8%.

This is consistent with studies by Anggraini et al. (2022), Jelatu (2024), and Rulyanti et al. (2017), which found that these three variables have a synergistic relationship in shaping productive work behavior in the local government sector. Thus, the combination of a supportive work environment, capacity building through training, and strong organizational commitment are integral elements in increasing the effectiveness and professionalism of village officials in the era of adaptive and accountable governance.

METHODOLOGY

This study uses a quantitative approach with an explanatory survey method, which aims to explain the influence of independent variables on the dependent variable through inferential statistical analysis. The quantitative approach was chosen because it is able to describe the relationship between variables objectively, measurably, and can be generalized. The population in this study was all village officials in Candi Laras Selatan District, Tapin Regency, totaling 53 people. The sampling technique used proportionate stratified random sampling to ensure representation of each village, with the number of samples calculated using the Slovin formula at a 5% error rate. Data were collected through a closed questionnaire compiled on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), covering four main constructs: work environment (X_1), education and training (X_2), organizational commitment (X_3), and village official performance (Y). Instrument validity was tested using Pearson Product Moment correlation analysis, while reliability was tested with a Cronbach's Alpha coefficient with a minimum limit of 0.70 as an indicator of good internal consistency.

The collected data were analyzed through several stages. First, a descriptive analysis was conducted to describe the characteristics of respondents and the distribution of answers for each indicator. Second, a classical assumption test was conducted, including normality, multicollinearity, and heteroscedasticity tests, to ensure the data's suitability for regression analysis.

Next, hypothesis testing was conducted using multiple linear regression analysis with the help of the latest version of the Statistical Package for the Social Sciences (SPSS) software. This regression model was used to determine the magnitude and direction of the influence of each independent variable on village apparatus performance. Furthermore, a partial test (t-test) was used to determine the individual effect of each independent variable on the dependent variable, while a simultaneous test (F-test) was used to assess the joint influence of all three independent variables on performance. The coefficient of determination (R^2) was used to measure the extent to which variations in village apparatus performance can be explained by the work environment, education and training, and organizational commitment. The results of this analysis were interpreted comprehensively to provide an empirical overview and policy recommendations for improving village apparatus performance in Candi Laras Selatan District.

RESULTS AND DISCUSSION

t and F statistical tests in this study, it was found that the variables of work environment, education and training, and organizational commitment have a significant effect both partially and simultaneously on the performance of village officials in Candi Laras Selatan District, Tapin Regency. The results of the partial test show that the work environment (X_1) has a t-value of 4.459 with a significance of $0.000 < 0.05$, which means it has a positive and significant effect on the performance of village officials with a contribution of 49.2%. Furthermore, education and training (X_2) has a t-value of 3.402 with a significance of $0.001 < 0.05$, a significant effect with an influence of 37.0%. Meanwhile, organizational commitment (X_3) shows a t-value of 2.215 with a significance of $0.031 < 0.05$, a positive and significant effect on performance with a contribution of 24.4%.

The results of the simultaneous test (F-test) produced a calculated F value of 11.980 with a significance of 0.000, indicating that the three independent variables together had a significant influence on the performance of village officials with a total contribution of 38.8% (Adjusted $R^2 = 0.388$), while the remaining 61.2% was influenced by other factors outside this research model.

Theoretically, these findings align with the performance model proposed by Campbell (1991) and reinforced by Mangkunegara (2017), who emphasized that employee performance is strongly influenced by work environment, ability, and motivation. In the context of village officials, a safe, comfortable work environment that supports harmonious social relations has been shown to increase work enthusiasm and the effectiveness of public services.

In the field, conducive working conditions such as ventilation, lighting, computer facilities, and a culture of collaboration and openness among leaders have been shown to increase the comfort and productivity of village officials. This finding supports research by Apriani & Djamil (2023) and Budiasa (2021), which found that the physical and social aspects of the work environment significantly influence employee performance.

Education and training variables also demonstrated a strong contribution to improving village officials' performance. Indicators such as instructor ability, participant discipline, and the relevance of training materials and methods indicated that village officials became more competent in financial management,

development planning, and public service. These results align with the Human Capital theory of Becker (1964) and Armstrong (2016), which emphasizes that training is a form of investment in increasing human resource productivity. Empirically, this study supports the findings of Faiqoh et al. (2022) and Hosen et al. (2024), which show that training improves performance both directly and through strengthening organizational commitment.

Organizational commitment has a positive influence on the performance of village officials, as outlined in Allen and Meyer's (1990) theory. High commitment fosters dedication, loyalty, and moral responsibility toward organizational goals, which is reflected in the discipline, integrity, and initiative of village officials in carrying out public services.

This condition aligns with the research findings of Rakhmawati et al. (2022) and Anggraini et al. (2022), which found that organizational commitment consistently improves performance in the public sector. Therefore, village officials with strong affective and normative commitment will be more oriented towards organizational success.

Overall, this study shows that the work environment, education and training, and organizational commitment are the main determinants of village apparatus performance. All three interact to create a productive, competent, and loyal work environment. These findings reinforce the theoretical framework of modern human resource management, as proposed by Colquitt et al. (2015) and Simamora (2018), which states that optimal management of internal organizational factors will result in effective and competitive apparatus performance.

Therefore, the practical implication of this research is the need for village governments to improve aspects of the work environment, increase sustainable training programs, and strengthen organizational commitment to achieve high-performance and community service-oriented village governance.

The results of the study indicate that the work environment, education and training, and organizational commitment have a positive and significant influence on the performance of village officials in Candi Laras Selatan District, Tapin Regency. Partially, these three variables have a significant contribution to improving performance, and simultaneously contribute 38.8% to the variation in village official performance.

These findings indicate that efforts to improve the performance of village officials cannot be separated from supportive work environment conditions, capacity building through training, and internalization of organizational commitment values.

Conceptually, the work environment has been shown to be a significant factor influencing employee behavior and productivity. The findings of this study support Campbell's (1991) theory, which states that organizational factors, including the work environment, play a role in increasing employee motivation and ability to exhibit productive work behavior. A conducive work environment creates a sense of security, comfort, and positive social engagement, thereby increasing work effectiveness.

Based on field results, village officials showed increased work enthusiasm when facilities such as ventilation, lighting, computers, and internet access were

well-available. This aligns with Sedarmayanti's (2007) view that the physical (lighting, air circulation, cleanliness) and non-physical (communication, social relations, social status) aspects of the work environment play a major role in shaping productive work behavior.

Furthermore, education and training were also found to have a significant impact on the performance of village officials. Effective training provides a deep understanding of financial management, development planning, and public services, which are the core tasks of village government.

These results reinforce the Human Capital theory (Becker, 1964), which emphasizes that investments in training and education increase an individual's productive value. Empirically, this research is consistent with the results of studies by Faiqoh et al. (2022) and Hosen et al. (2024), which found that training has both a direct and indirect effect on employee performance through increased organizational commitment.

In the context of village officials, the effectiveness of training is evident in the improvement of technical skills, discipline, and active participation in public services.

The organizational commitment variable shows a significant positive influence on village apparatus performance. Based on Allen and Meyer's (1990) theory, organizational commitment encompasses affective, continuance, and normative dimensions that encourage employees to demonstrate loyalty and dedication to the organization. Field findings indicate that village apparatus with high commitment demonstrate integrity, discipline, and a strong sense of responsibility in carrying out public service duties.

This commitment has been proven to strengthen the intrinsic motivation of village officials to deliver their best performance, even when faced with limited facilities or a high workload. This aligns with research by Rakhmawati et al. (2022) and Anggraini et al. (2022), which found that organizational commitment plays a key psychological role in improving public employee performance.

Simultaneously, the three variables – work environment, education and training, and organizational commitment – have a significant influence on the performance of village officials with a calculated F value of 11.980 and a p-value of 0.000.

This demonstrates a synergistic relationship between physical, cognitive, and psychological factors in creating optimal civil servant performance. This research supports the findings of Khoiriyah et al. (2020), Sandora & Permadani (2021), and Jelatu (2024), who all concluded that the combination of a conducive work environment, relevant training, and high organizational commitment resulted in significant improvements in public employee performance.

Thus, the results of this study confirm that improving the performance of village officials must be done through an integrative approach that involves improving the work environment, strengthening ongoing training programs, and internalizing strong organizational commitment values.

CONCLUSION AND RECOMMENDATION

Based on the results of research conducted on the influence of the work environment, education and training, and organizational commitment on the performance of village officials in Candi Laras Selatan District, Tapin Regency, it can be concluded that the three independent variables have a positive and significant effect on the performance of village officials both partially and simultaneously. The Adjusted R^2 value of 0.388 indicates that the work environment, education and training, and organizational commitment contribute 38.8% to improving the performance of village officials, while the remaining 61.2% is influenced by other factors outside this study.

These results confirm that village officials who work in a conducive work environment, have access to relevant training, and have a high level of organizational commitment will demonstrate more optimal performance. This study also supports the human resource management theory according to Simamora (2018) and Colquitt et al. (2015), which emphasizes that the productivity of public organizations is determined by work environment factors and the development of apparatus competencies.

As a follow-up to the results of this study, several practical recommendations can be made. First, village governments need to improve the quality of the work environment by providing supporting facilities such as computers, printers, and adequate internet connections, creating a harmonious work environment, and managing workloads to be more proportional to the main tasks of each apparatus. Second, education and training programs should be optimized through relevant and ongoing routine training, particularly in the areas of administration, information technology, and public services.

Third, strengthening organizational commitment can be achieved by instilling the values of integrity and responsibility through internal activities such as morning roll calls, performance evaluations, and awards for high-achieving staff. Finally, it is crucial for village governments to build collaboration and synergy with local governments, academics, and the community to create participatory, transparent village governance that is oriented toward improving community welfare.

Thus, this research not only strengthens modern HR theories but also provides concrete policy direction in improving the performance of village officials as the spearhead of governance and development at the local level.

FUTHER STUDY

This research still has delays, so it is necessary to conduct further research related to the topic *The Influence of Work Environment, Education and Training, and Organizational Commitment on the Performance of Village Officials in Candi Laras Selatan District, Tapin Regency* in order to improve this research and add insight for readers.

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