

**THE EFFECTS OF HUMAN RESOURCE DEVELOPMENT, WORK CULTURE,
WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY
WORK COMMITMENTS: A STUDY ON THE CITY OF BAUBAU GOVERNMENT,
SOUTH EAST SULAWESI, INDONESIA**

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ABSTRACT: *This research aims to examine the relationship of human resource development to employee performance by considering work culture, work commitment and work environment as a determining factor for improving employee performance. The sample of the study consists of 166 employees in 12 regional work unit in the City of Baubau. The data were collected by distributing questionnaires followed by conducting in-depth interviews. The research uses descriptive analysis to determine the characteristics of respondents and the description of respondents to the indicators of each research variable. Meanwhile, to examine the pattern of relationships between research variables an inferential analysis tool is used, namely Structural Equation Modeling with the Amos 7 approach. The results of this research indicate that, good leadership can improve employee performance when taking into account the factors that play a role, namely the development of human resource management, work culture, work commitment and work environment in the regional work unit in the City of Baubau. This study also produces findings that to improve employee performance for the better if factors of work culture, work commitment and work environment are considered.*

KEYWORDS: human resource, work culture, work environment, work commitment, employee performance.

INTRODUCTION

The administration of government in Indonesia has experienced various changes. This has become a very broad of consequence for government institutions both at the central and regional levels. The implementation of more autonomous and decentralized regional government will provide a great opportunity for local governments to innovate more for the advancement of the regions which they lead, rather than the old paradigms that are all centralized and all directed control of the central government. The concept of decentralization is popularly defined as the granting or delegation of authority from superiors (authority owners) to subordinates (executors). Meanwhile autonomy implies independence. Independent in this context is the freedom to choose human resources accompanied by high employee performance.

The pattern of development of the Human Resources of the government apparatus that was previously integrated nationally has changed to the direction of development separately with the return of best from the implementation of regional autonomy. This pattern has implications for the changing role of Human Resource Development (HRD), work culture, work environment and work commitment to employee performance between the central governments and regional governments. The restructuring of the system of governance that includes institutional arrangement and the creation of a work culture, commitment and work environment has an impact on the reorganization of personnel that governs the development of staffing which places more emphasis on credibility. Law of the Republic of Indonesia Number 5 of 2014 concerning the State civil apparatus in article 11 concerning the duty of employees in implementing public policies by providing professional, quality services and developing quality services. To realize this, it needs the carrying capacity of government officials who are reliable, capable and have the competence to complete to various main tasks and functions entrusted to them. This carrying capacity becomes possible when the wheels of government are managed and implemented by leaders who become inspirators to encourage motivation, commitment, loyalty and work behavior, so as to improve performance. Anto Triyono (2009)

The issue of human resources in the government apparatus in Indonesia is currently in the spotlight. This condition can be observed from the many responses from the public to the performance of the government apparatus that have not shown high capability and are not professional in carrying out their duties resulting in low public trust in the performance of government officials. This fact is also reflected in the number of irregularities that occur in the bureaucracy that allegedly caused by the low performance of human resources at the government agency. With a variety of highlights that occur in bureaucratic organizations it is necessary to build a state civil apparatus that has integrity, professionalism, neutral and free from *intervensipolitik*, clean of corrupt practices, collusion, and nepotism, and is able to organize public services for the community and be able to play a role as an adhesive element national unity and unity as outlined in ASN Law No. 5 of 2014. Another problem that greatly interferes with the performance of the government bureaucracy, is the motivation and placement of employees that are not based on competence. Structural position requirements stipulated in Government Regulation (PP) No. 13 of 2002 focuses more on administrative requirements, such as the lowest rank, Rank Order Rank (DUK), Government Regulation No. 46 of 2011 concerning Employee Performance Targets (SKP) include an Employee Achievement Assessment List (DP3) then service orientation, integrity, commitment, discipline and leadership and Government Regulation No. 11 of 2017 concerning civil servant management which governs the management of civil servants civil service to produce professional civil servants, have basic values, professional ethics, free from political intervention, free from corrupt practices, collusion and nepotism that are regulated in work agreements that work for government agencies and are appointed by civil servants. The regulation regulates starting from the process of recruiting employees to termination of employment. Thus performance is a key factor for every individual and organization in achieving productivity. Therefore how to develop, maintain, and improve the performance of the apparatus is one of the factors that need to be considered in an effort to increase human resources who have a high culture and commitment to their work, so that they can excel in their fields and are expected to affect the performance of employees in the organization in general .

In addition work culture, is also a key factor affecting employee commitment and performance. Environment work refers to the atmosphere of an organization where employees do their work. The environment work in the organization is very important managed to consider. The main purpose of regulating the work environment is to increase company productivity. Therefore the provision of good work environment facilities is sufficient, lest the workers feel too spoiled at work, so that the results achieved are not as expected. In connection with this, the planning and regulation of the work environment cannot be ignored, because it affects the operation of the company. Ishak and Tanjung (2003), the benefits of the environment work are creating work passion, so that productivity and work performance increase. Meanwhile, the benefits gained from working with motivated people are that the work can be completed appropriately. Which means the work is completed according to the correct standard and in a specified time scale. His work performance will be monitored by the individual concerned, and will not cause too much supervision and his fighting spirit will be high.

Based on the main objectives and benefits of organizing the work environment, in general the environment work can be divided into 2 types, such as: non-physical work environment and physical work environment (Siagian, 2008). Non-physical work environment includes work relation that are fostered in the company (Sedarmayanti, 2009). Someone work in an organization is not alone, in doing activities, that person also needs help from others.

Based on the description and findings of previous research, it shows that the effects of HRD, work culture and work environment mediated by work commitments are able to improve employee performance and there is still a gap and debate in empirical studies both universally (directly) and contingency perspectives through the role of mediation. Therefore this study seeks to obtain clarity of the influence of HRD, commitment, work culture and work environment on employee performance both directly and indirectly. This study also tries to investigate the effect of HRM, work culture and work environment on employee performance both directly and through the mediating role of work commitments. Thus it is deemed necessary for further research, especially in the City Government of Baubau. This research was conducted in all Regional Work Units of Baubau City. The reason for choosing the object of this research is because the empirical phenomenon shows that the transition of the new order the reform era has brought changes in the system of governance from centralized to decentralized and then regional autonomy.

Based on the description of the background, there are a variety of theoretical debates and research results concerning practice HRD, commitment, work culture, environment Work on employee performance. Thus the main problems of this study what HRD practice, commitment, work culture of the work environment affects the performance of employees, both directly and in by the commitment, work culture and work environment as an intervening variable in all regional work unit City Government Baubau. A detailed description of the formulation of the research problem is:

1. Is the influence of HRD mediated work commitments can influence employee performance?
2. Can work culture mediated by work commitments affect employee performance?

3. Can work environment mediated by work commitments affect employee performance?
4. Can the influence of HRD influence employee performance?
5. What work culture can affect employee performance?
6. Can the work environment affect employee performance?
7. Can the influence of HRD, work culture, work environment mediated by work commitments affect employee performance?

The aim of this research is to test (verify) and explain the influence of HRD, work culture, work environment can affect employee performance both directly and mediated by work commitments. In operational development an theoretical model of this study can be done to examine empirically against things the following:

1. Test and explain the influence of HRD mediated by work commitments can affect employee performance.
2. Test and explain the work culture which mediated work commitments may affect the performance of employees.
3. Test and explain the work environment mediated by work commitments can affect employee performance.
4. Test and explain the influence of HRD can affect employee performance.
5. Test and explain the work culture can affect employee performance
6. Test and explain the work environment can affect employee performance
7. Test and explain the influence of HRD, work culture, work environment mediated by work commitments can influence employee performance.

MATERIAL AND METHOD

The approach used in this research is a quantitative (positivism) approach. Quantitative approach is a research approach that works with numbers, data in the form of numbers, analyzed using statistics to answer questions or test specific research hypotheses and to predict that a certain variable affects other variables (Creswell, 2002). The quantitative approach is based on a study of empirical rational principles. Therefore, before conducting research, researchers must provide problems and hypotheses to be tested based on established criteria and analytical tools to be used.

The design of this study is intended to provide an explanation of the causal relationship between variables through hypothesis testing, thus the research approach is verification and explanation (explanatory research). The explanatory research is intended to provide an explanation of the causal relationship between variables through testing hypotheses or aiming to obtain an appropriate test in drawing conclusions that are causally between variables and then choosing alternative actions (Cooper and Schindler, 2003). The underlying reason for using explanatory research is because the purpose of this study is to explain and test the influence of HRM, work culture, work environment and work commitments on employee performance both directly (universally) or indirectly (contingency perspective) on all Regional Work Units of the Baubau Municipal Government. Based on this description, this study is included in the survey research category because in the main data collection using instruments such as questionnaires. Survey research is research that takes samples from the population and uses a questionnaire as a data collection tool.

This research was conducted on all Regional Work Units of the Baubau City Government, with the consideration that all regional work unit have the task of assisting the Mayor in carrying out government affairs responsible for planning, implementing and monitoring. Therefore the location of this study in all regional work units of the Baubau Municipal Government with the unit of analysis are employees with consideration: field control, cost, time and ease of obtaining data. Furthermore, the research time is planned for 4 months after the proposal exam and approved by the promoter commission, which is from May to August 2017, with details of the activities, namely: (1) Obtaining research permits at the relevant agencies; (2) Contacting respondents, namely employees in all SKBD of Baubau City and providing instruments in the form of a questionnaire; (3) Collection of questionnaires that have been filled out by respondents; (4) Interviewing respondents who are considered to have the ability to explain the focus of this research study; (5) Editing the questionnaire and (6) tabulating and analyzing data.

The population of this study was all Civil Servants in the City Government of Baubau, totaling 2,558 structural employees outside the teacher (Head of Sub-Department of Civil Service Baubau City, March 20, 2017). Since the number of employees in 12 regional work unit is not the same, the determination of the number of samples will be carried out proportionally. The sample size as shown in table 4.1 fulfills the requirements for using the Structural Equation Model (SEM) analysis model, Solimun (2002), states that the sample size in the SEM model can be determined based on the minimum sample size of 100 to 200 or the number of indicators used as parameters in the Model multiplied by 5 to 10

Referring to the theoretical and empirical studies in this study, it was designed using five variables, namely: the influence of human resource management, work culture, work environment, work commitment, and employee performance. On the basis of testing of the six constructs the researcher tries to develop the conceptual framework of this study. The conceptual framework of this study is clearly as presented in the Figure 1.

Measurement data in this study using a Likert scale. Likert scale is used to measure respondents' attitudes, opinions and perceptions of objects (Nazir, 2009). The use of a Likert scale because of the following considerations: (1) has many conveniences; (2) has a high reliability in sorting subjects based on perception; (3) flexible compared to other techniques; and (4) applicative in various situations. In data processing, the Likert scale is included in the interval scale (Supranto, 2004). The determination of the Likert scale in this study was made on a scale of 1 to 5.

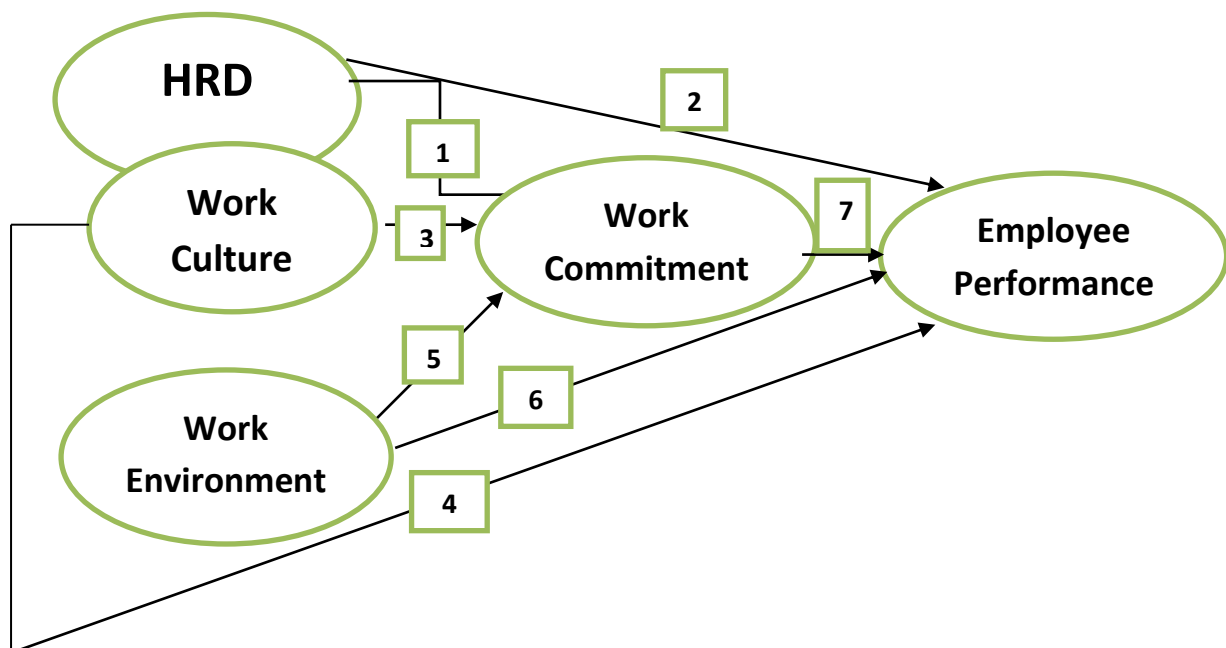


Figure 1: The conceptual framework of study

The guideline for measuring all variables is to use a 5-point Likert scale, where if there is an answer with a low weight then a score of 1 (one) is given and so on so that a high-weighted answer is given a score of 5 (five). Categories of each answer with the following criteria: Very Good / Strongly agree (score 5); Good / Agree (score 4); Neutral (score 3); Not Good / Disagree (score 2); Very Poor / Very Disagree (score 1) by Malhotra (2010) and Cooper and Schindler (2003).

RESULTS AND DISCUSSION

Based on the results of research conducted on 166 respondents who are employees of the Regional Work Unit in the City of Bau-Bau obtained respondent characteristics based on gender. Characteristics of respondents by sex can be seen in the Table 1.

Table 1: Characteristics of respondents by sex

Gender	Frequency (person)	Percentage (%)
Men	89	53.61
Women	77	46.39
The number	166	100

The description of respondents based on class / rank shows that most respondents have class / rank, namely group III of 85 people or 51.20%, group II is 46 people or 27.71%, and group IV is 35 people or 21.09%. This shows that the rank / rank of employees at regional work unit in Bau-Bau City is already good in terms of work and decision making and decent in life.

From the results of the validity and reliability test, it can be seen that each indicator has been able to measure the dimensions and concepts tested and between the concepts tested and

between the concepts one and the other is free. By confirming factor analysis (goodness of fit test and factor weight significance test) it has been proven that the observed variables can reflect the analyzed factors. By doing the overall model suitability test (Goodness of fit test and regression weight causality test) it has been proven that the model fit and the causality relationship that is built can be drawn.

Discussion of HRD:The results of the analysis with SEM show that promotion is an important indicator gave the highest contribution to the development of human resources (HRD) in the City Government of Baubau. This condition reflects that the development of human resources (HRD) is able to lift the strategy in the plan to increase the ability of human resources (HR) in the regional work unit in the City of Baubau.

Employees' perception of human resource development (HRD) shows that promotion is an indicator that has the highest average level. Therefore, both using the analysis test results with the SEM approach, as well as the perception of promotional respondents have the highest loading factor from the largest average of HRD. Thus the HRD in the Baubau City Regional Work Unit should have experience, skills, quality, and work performance so that the development of human resources in the Baubau City Government scope with promotion indicators can be achieved to the maximum.

Discussion of work culture:The results of the analysis with the SEM approach show that discipline and responsiveness are the strongest indicators as a measure of work culture. This condition reflects that regional work unit employees in Baubau City Government in carrying out their work always prioritize discipline and responsiveness to problems, complaints or community services in carrying out work.

Based on the results of SEM analysis, it appears that discipline and responsiveness are dominant indicators in shaping work culture. Instead the description of employee perceptions shows that results orientation is a dominant factor measuring work commitment. So from this finding it can be explained that working with discipline and responsiveness must be the main concern of employees in carrying out their work. Besides that employees are expected to pay attention to results orientation.

Environmentwork:The results of empirical analysis with SEM approach show that the physical environment work and work productivity are the strongest indicators as a measure of the environment work. This condition reflects that SKPD employees in the City of Baubau in carrying out their work always consider the physical environment work and work productivity, which is a matter of effective and efficient. Employees' perception of the work environment shows that the strongest physical of environment work and work productivity as a measure of the work environment.

Based on the results of the analysis test with the SEM approach, it is known that the physical of environment work and work productivity are the strongest indicators for measuring the environment work. Instead the description of employee perceptions shows that belief is a dominant factor measuring work commitment. From these findings it can be explained that the physical environment work and work productivity must be the main concern in carrying out work.

Employee performance: Employee perception of employee performance shows that quality is the strongest indicator as a measure of employee performance. This shows that in carrying out their work employees should be able to carry out their work in accordance with organizational demands, creative in carrying out work and work holding high standards of professionalism.

Employee perception of employee performance shows that quality is the strongest indicator as a measure of employee performance. This shows that in carrying out work in accordance with organizational demands, creative in carrying out work and work holds high professional standards. Thus both the analysis test results and the perception of quality employees have the highest factor loading values and the largest average value on employee performance. This reflects that the expected performance of employees in the regional work unit is able to carry out work in accordance with organizational demands, be creative in carrying out their work and work holding high professional standards.

Effect of human resources on work commitment: The results of the analysis of the indirect effect of HRD on work commitments obtained a coefficient value of 0.328. However, testing the relationship between the two variables shows the probability value above the boundary value, therefore there is no positive influence on the development of human resources work commitment. The coefficient marked there is no direct relationship between HRD and work commitments. PSDM which has the value of ability assessment, recruitment, transfer, promotion, compensation, responsibility does not fully strengthen work commitments in the City Government Baubau regional work unit.

Based on the results of descriptive analysis, HRD was perceived well by employees at the regional work unit in the City Government of Baubau. The highest average score on promotion means that employees perceive that in the development of human resources, promotion is very much needed as a tool to support the development of human resources in order to be able to encourage employee performance in order to be sensitive to employee success in improving performance. But this does not have a significant impact on the strength of work commitment oriented to results that are realized by taking into account the final results of his work, this condition is also supported by SEM analysis results that have been hypothesized that the estimated parameter value of the standardized regression weight coefficient is obtained at 0.328, testing the relationship between the two variables shows a probability value of 0.568 ($p > 0.05$). Thus the hypothesis there is no positive influence on the development of human resources on organizational commitment.

From the results of this study in accordance with the conditions of employees in the City Government Baubau regional work unit that employees assess HRD has formed in the work unit that considers that promotion is part of the goal in improving performance capabilities so that employees continue to innovate and dare to make changes that are oriented to changing the concept of performance. However, the HRD which is indicated through promotion has no continuity or positively influences organizational commitment, which is indicated by affective commitment, continuous commitment and normative commitment. An aggressive HRD orientation through promotion is based on research results based on SEM values, the indirect effect of testing the relationship between the two variables shows a probability value

of 0.568 ($p > 0.05$). Thus there is no positive influence on the development of human resources on organizational commitment.

The results of this study indicate that the dominant indicator does not necessarily make a real contribution to the independent variable, as the HRD with the promotion indicator does not have a positive influence on organizational commitment in the City Government Baubau regional work unit.

Work effect of culture on work commitment: The results of the analysis of the indirect effect of work culture on employee work commitments obtained a significant positive path coefficient. This shows that work culture influences work commitment. A positive path coefficient means there is a direct relationship between work culture and employee performance. The higher the work culture then Employee work commitments will increasingly increase in the regional work unit of the City Government of Baubau.

The results of the analysis, work culture is perceived well by employees. The highest average score on the discipline indicator means that employees perceive that in carrying out their work, they must prioritize timeliness, responsibility, and obedience to the rules. This will have an impact on increasing work commitment, namely on the quality of work. This condition is supported by the answers of respondents who stated that for indicators of quality of work categorized as good. However, employee perceptions that indicators for the use of goods equipment properly are still lacking with the lowest average value of 3.89. This identifies that employees do not agree that work culture should be perceived with the use of good goods because at the municipal level in Baubau not all employees are able to use electronic equipment properly, but have good work quality, discipline.

Based on the results of the study that the dominant indicator that contributes to work culture is discipline. Thus it can be interpreted that employees who work with high discipline have an impact on the quality of work of employees better that is able to carry out work according to regional work unit guidelines, employees who are disciplined in carrying out their main work in holding high standards of professionalism. This is supported by loading factors for indicators of confidence and quality of work. And this is also reflected in the reality of the regional work unit that a high work culture really determines work behavior such as employees who work to prioritize discipline by upholding the values of work timeliness, work responsibilities, obedience to work rules that have an impact on work commitment.

Work effect of environment on work commitment: The indirect effect of the work environment on work commitments results in the non-significant positive path coefficient. This shows that the work environment does not have a direct influence on work commitments. As path coefficient The estimated parameter value of the standardized regression weight coefficient is obtained at 0.413, testing the relationship between the two variables shows the probability value 0.413 ($p > 0.05$). Thus the hypothesis there is no positive influence of the work environment on work commitment.

Based on the results of the analysis, the work environment is perceived well by employees but does not measure the effect on employee work commitments in the City Government Baubau regional work unit. The work environment has a high average indicator in the sector of the physical work environment but this has no effect on adaptation by the variable work

commitment because the physical work environment does not change the conditions, which can encourage employees in the organization to have high optimism.

The results of this study prove that the dominant indicator does not contribute to employee work commitments. In connection with this, employees' perceptions of the regional work unit in the City Government of Baubau with the physical work environment of an organization are not able to fully contribute to the aspects of their employees' work commitment to improve performance, have high sensitivity and inspire the creation of authority and are able to manage challenges in the organization.

The results of this study, in accordance with the conditions in the regional work unit that employees assess that the work environment that has physical work environment indicators are not able to increase employee work commitment to the regional work unit. This will be realized because employees based on the results of their respondents have no positive coefficient relationship to their work commitments

The results of this study reject the research results of Listianto (2005). This study aims to determine the effect of the work environment, motivation, job satisfaction and discipline on employee performance in the PDAM Surakarta City Office showing that work motivation, job satisfaction and discipline have a positive and significant effect on performance commitment employee .

Work effect of commitment on employee performance:The results of the analysis of the influence of work commitments on employee performance obtained a significant path efficiency value. This shows that commitment influences employee performance. Positive path coefficient means there is a direct relationship between work commitment and employee performance. The higher the work commitment, the employee's performance will increase in the City Government Baubau regional work unit.

From the results of a descriptive analysis, work commitments are perceived well by employees. The highest average score on the indicator of confidence means that employees perceive that in carrying out their work they are confident in the organization's goals and organizational values. This will have an impact on improving employee performance, namely on the quality of work. This condition is supported by respondents' answers which state that the quality indicators are categorized as good. However, employees' perception that for time indicators still not good with a low average value. This identifies that employees do not agree that the work done can be completed on time or sooner than the specified time. Therefore, employees in carrying out the work should uphold competence and professionalism.

Based on the results of the study that the dominant indicator that contributes to work commitment is loyalty. Thus it can be interpreted that employees who work with high loyalty have an impact on the work quality of employees who are better able to carry out work in accordance with regional work unit demands, creative employees in carrying out their main work and holding high standards of professionalism. This is supported by loading factors for indicators of confidence and quality of work. And this is also reflected in the reality of the regional work unit that high work commitments greatly determine work behavior such as employees who prioritize belief or belief in the goals and values of the organization, uphold

professionalism and prioritize organizational interests, this will have an impact on work quality.

Influence effect of human resources on employee performance with work commitments: The results of the analysis of the indirect effect of HRD on employee performance with work commitments as an intervening variable obtained positive path coefficient values. This shows that HRD influences employee performance with work commitment being the intervening variable. Significantly positive path coefficient means there is a direct relationship between HRM and employee performance through work commitment as an intervening variable. Therefore it can be explained that the HRD that has promotional values, recruitment, transfer, ability assessment, compensation increases employee performance namely work quality, work quantity, toughness and responsibility related to work commitments namely affective, normative commitment, organizational goals and loyalty have a relationship which is closely and mutually influencing in the development of HR human resources in the Baubau City Government regional work unit.

From the test results, the estimated parameter value of the standardized regression weight coefficient between the effect of human resource development on employee performance with work commitment as an intervening variable is obtained by indirect value > direct value, testing the relationship between the two variables shows a value of $0.034 > 0.000$. Thus the hypothesis is accepted meaning that there is an influence of human resource development on performance employees with work commitment as an intervening variable. This shows the ability to drive towards improving employee work behavior. This means that HRD has a high value or indicator in the work unit so that it can encourage the power of work initiative and employee morale in the regional work unit in the City Government of Baubau.

Based on these perceptions, it identifies that HRD is able to empathize or support employees or subordinates, that is HR can improve employee desires or needs in improving work quality, competitiveness and competitive atmosphere so as to make cooperation in organizations internal or external, this condition is supported by the mean value high. As was also revealed during an in-depth interview with several employees that in carrying out work must complete the work on time and according to what has been recommended this is just to get a plus in the competitive spirit of human resource development. Therefore, employees in carrying out their work should uphold competence and professionalism because a Civil Servant is a public servant, must prioritize the interests. organization, the implementation of this research is in the development of human resources employees must have the values of competition, responsibility, assessment of ability to be able to meet the desires and needs of employees for services both for collective achievement and individual achievement according to their competence and professionalism the optimal can be achieved.

When examined in depth, the HRD indicators (Compensation, Promotion, Assessment, Ability, Mutation, Recruitment) do not necessarily directly influence employee performance with work commitment as a variable. This illustrates that to improve the performance of employees in the regional work unit in the City Government of Baubau namely work quantity, quality of work, toughness, responsibility is not only supported by HRD which has high values should also be supported by strong work commitments reflected in affective commitment, Continuous commitment, normative commitment and loyalty. The results of an empirical analysis of the indirect effect of PSDM on employee performance with work

commitment as an intervening variable indicate that the HRD path to employee performance through work commitment shows a path coefficient of 0.034.

Work influence of culture on employee performance with work commitments:Based on the employee's description of work culture and all its indicators, work culture is perceived well by employees in the regional work unit in the City Government of Baubau. The highest average score in discipline means that employees perceive work culture as being able to control emotions, have high integrity, have optimism in adapting to changing situations, be able to encourage employees in performance improvement, have sensitivity towards employee success in organizations.

Based on SEM results, the estimated parameter value of the standardized regression weight coefficient between the influence of work culture on employee performance with work commitment as an intervening variable is obtained by indirect value > direct value, testing the relationship between the two variables shows a value of $0.182 > 0,000$. Thus the hypothesis is accepted meaning that there is an influence of work culture on employee performance with work commitment as an intervening variable. This identifies that work culture is able to be a driver in improving employee performance with work commitment as an intervening variable.

Based on the conditions in the work unit, and the results of interviews conducted with several employees who became respondents that the work culture of the work unit in the City Government of Baubau understands the importance of work culture in order to improve employee performance and work commitment. In its application work culture work culture serves as a trigger for positive reactions from employees in improving work performance and commitment

Work effect of environment on employee performance with work commitment:The results of the analysis of the indirect effect of the work environment on employee performance with work commitments obtained a significant positive path coefficient value. This shows that the work environment influences employee performance with work commitments. Positive path coefficient means there is a direct relationship between the work environment and employee performance on employee work commitments. The better the work environment, the better the performance of employees at the Baubau City Government regional work unit will increase which is also followed by work commitment as an intervening variable.

From the results of SEM analysis, the work environment is perceived well by the employees. The estimated parameter value of the standardized regression weight coefficient between the influence of the work environment on employee performance with work commitment as an intervening variable is obtained by the value of indirect > direct value, testing the relationship between the two variables shows a value of $0.042 > 0,000$. Thus the accepted hypothesis means that there is an influence of the work environment on employee performance with work commitment as an intervening variable. This will have an impact on improving employee performance, namely quality of work, quantity of work, and responsibility. This condition is supported by employee perceptions which state that the quality of work is categorized as good.

Based on the results of research that the dominant indicator that contributes to behavior is the power of work initiative. Thus it can be interpreted that employees who work with high initiative have an impact on the quality of employee work better, namely employees able to carry out work according to regional work unit demands in the Baubau City Government, this is supported by the loading factor value for indicators of quality and quantity of work.

Theoretical implications:

The findings on integrative model development have the following theoretical implications:

1. This research is able to build a theoretical model about the effect of human resource development, work culture, work environment, on employee performance mediated by work commitments. This model is also able to explain that the development of human resources indirectly influences work culture, work environment on employee performance mediated by commitment.
2. The results of this study prove that HRD does not have a positive influence on work commitments. This means that HRD does not necessarily affect work commitment. This study explains that it does not have a significant impact on the strength of work commitment oriented to results which is realized by taking into account the final results of his work, the same age as the SEM test results. The estimated parameter of the standardized regression weight coefficient value is 0.328. $p > 0.05$). This means that the coefficient on the path of the HRD to work commitments does not affect each other.
3. The results of this study also prove that work culture plays an important role in increasing the work commitment of the regional work unit employees of the City Government of Baubau. This means that work culture can directly affect work commitment but should be supported by indicators that are realized with innovation.
4. The results of this study prove that the work environment has no influence on work commitment, this is supported by the results of the estimated parameter value of the standardized regression weight coefficient obtained by 0.413, testing the relationship between the two variables shows the probability value of 0.413 ($p > 0.05$). Thus the hypothesis is rejected because there is no positive influence of the work environment on work commitment
5. The results of this study prove work commitment is a predictor that has no effect on employee performance. This explains the absence of a positive path coefficient relationship between work commitments to employee performance.
6. The results of this study prove that the influence of human resources on employee performance with work commitment as an intervening variable. HRD that has promotion, recruiting, mutation, ability assessment, compensation increases employee performance namely work quality, work quantity, toughness and responsibility related to work commitments, namely affective, normative commitment, organizational goals and loyalty have a close and interrelated relationship in HRD human resource development in the Municipal Government Baubau regional work unit.
7. The results of this study prove that work culture on employee performance with work commitment as an intervening variable has a significant positive effect. This shows that work culture influences employee performance with work commitments and their effects are real. A work culture that has the value of initiative, discipline, responsiveness, independence, employee behavior and regulations can improve employee performance in the form of work quality, work quantity and toughness related to work commitments.

8. The results of this study also prove that the influence of the work environment on employee performance with work commitment as an intervening variable. This shows that the work environment influences employee performance with work commitments. Positive path coefficient means there is a direct relationship between the work environment and employee performance on employee work commitments. The better the work environment, the better the performance of employees in the City Government Baubau regional work unit will increase which is also followed by work commitments.

Practical implications

The results of this study indicate that the effect of human resource development has no influence on work commitments. Furthermore, the influence of work culture has an influence on work commitment, the influence of the work environment has no influence on work commitment, the effect of work commitment has no influence on employee performance, the influence of human resource development has an influence on employee performance with work commitment as an intervening variable, the influence of work culture has influence on employee performance with work commitment as an intervening variable, and the influence of the work environment has an influence on employee performance with work commitment as an intervening variable. Based on the research findings, the practical implications of this study can be explained as follows:

1. Human resource development has a direct effect on employee performance mediated by work commitments. This implication identifies that the HRD in the regional work unit should pay attention to strengthening employee performance (work quantity, work quality, responsibility); work commitment (affective commitment, normative commitment, organizational goals, loyalty) so as to improve employee performance mediated by work commitment.
2. The influence of work culture has a direct effect on employee performance mediated by work commitments. This research implies that the work culture in regional work unit should strengthen organizational culture through innovation and dare to take risks, pay attention to small things, results oriented, team orientation, employee orientation, aggressive and stability and high work commitment

CONCLUSION

Based on the results of research, discussion, and interpretation that have been described in the previous chapter with reference to several theories and the results of previous studies, the following conclusions are obtained:

1. Human resource development (HRD) which has recruiting, mutation, ability assessment, promotion, compensation values that are not able to form strong work commitments
2. Work culture that has the value of initiative, discipline, responsiveness, attendance is very influential on work commitment. This identifies that the work culture of the promotion indicator is able to lift employee morale in increasing work commitments which are measured as affective commitment, continuance commitment, organizational goals, loyalty.
3. A work environment that has physical, non-physical work environment value, work productivity, patterns communication, work atmosphere has no influence on work commitment

4. Work commitments that have value namely affective commitment, continuance commitment, organizational goals, loyalty have no direct effect on the performance of employees who have work quality values, work quantity, toughness, responsibility. This identifies that basically the work unit ie loyalty does not have orientation or awareness to also improve its performance
5. The influence of human resources (HRD) on employee performance turns out to have an influence when associated with work commitment as an intervening variable. This shows that in improving employee performance by developing human resources, high work commitment is required from employees to establish interrelated or influential relationships.
6. The influence of work culture on employee performance turns out to have an influence when mediated by work commitment as an intervening variable. This also shows that a good work culture can affect employee performance if the work commitment variable can be strengthened by the regional work unit on government institutions
7. The influence of the work environment on employee performance turns out and also have an influence when associated with work commitments as mediation. This shows that the intervening variable in this case work commitment is the key of the relationship between work environment and employee performance.

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