

**ANALYSIS OF EMPLOYEE WELFARE, WORK ENVIRONMENT AND SOCIAL SUPPORT
ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT IN
PT PLN (PERSERO) REGULATORY IMPLEMENTING
UNIT DISTRIBUTION (UP2D) NORTH SUMATERA**

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ABSTRACT

This study aims to investigate the impact of employee well-being, work environment, and social support on employee performance, considering organizational commitment as a mediating variable at PT PLN (Persero) Distribution Regulation Implementation Unit (UP2D) North Sumatra. A quantitative research design was employed, employing survey methodology. Data were collected through questionnaires distributed to 117 employees. Data analysis was conducted using Structural Equation Modeling (SEM) using Partial Least Squares (PLS) techniques.

The findings indicate that employee well-being and the work environment significantly and positively influence employee performance. Furthermore, employee well-being and social support contribute positively and significantly to organizational commitment. Organizational commitment itself also positively impacts employee performance. However, social support did not have a significant direct effect on employee performance, and the work environment did not significantly influence organizational commitment.

Furthermore, the results of the indirect effect test indicate that employee well-being and social support significantly influence employee performance through organizational commitment. Conversely, the work environment did not significantly influence employee performance through organizational commitment. These results underscore the importance of organizational commitment as a key mediating variable in strategies aimed at improving employee performance, particularly through strengthening employee well-being and social support.

Introduction

Human resources (HR) are crucial to a company's success and sustainability, as achieving its goals depends heavily on the quality, loyalty, and performance of its workforce. In today's business world, particularly in government-owned companies like PT PLN (Persero), employee effectiveness is a key indicator of how well an organization fulfills its public service obligations while addressing its social responsibilities. As the national electricity provider, PLN plays a crucial role in facilitating various community and economic initiatives. Therefore, improving employee performance is a crucial priority, particularly in the North Sumatra Distribution Regulation Implementation Unit (UP2D), which is key to ensuring a reliable, stable, and sustainable electricity supply in its region. Employee performance is influenced not only by individual attributes such as abilities, knowledge, and skills, but also by various contextual elements that influence employee attitudes and behaviors. Important factors associated with improved performance include employee well-being, the work environment, and social support. These three elements are closely linked to the level of organizational commitment, which ultimately impacts performance outcomes. Well-being, the work environment, and social support significantly influence how employees perceive the organization and their motivation to contribute optimally to organizational goals.

Employee well-being is a crucial component in fostering motivation and job satisfaction. According to Hasibuan (2016), well-being is crucial in creating positive working conditions for staff. Armstrong and Taylor (2019) note that employee well-being involves a balance across the financial, physical, social, and psychological dimensions experienced by individuals in their work. Workers who feel well-being tend to exhibit high morale, low absenteeism, and strong loyalty to the company. On the other hand, neglecting employee well-being can lead to reduced work commitment and lower productivity. In the context of PT PLN (Persero) UP2D North Sumatra, employee well-being is a key factor facilitating the successful implementation of operational tasks that require precision, punctuality, and maximum physical and mental readiness.

Besides well-being, the work environment is a crucial aspect that significantly influences how employees act and their efficiency. Sedarmayanti (2017) noted that a supportive work environment can foster a safe and pleasant atmosphere and enhance collaboration among staff. A positive work environment is not only related to physical elements such as layout, lighting, cleanliness, and security, but also involves non-physical factors such as relationships between managers and staff, teamwork, and strong communication. In the electricity industry, exemplified by PT PLN (Persero), where occupational hazards are quite high, having a safe and encouraging work atmosphere is crucial to maximizing productivity while ensuring employee safety and health. Beyond well-being and the work environment, social support is also vital in shaping employee performance and dedication. Taylor (2018) describes social support as an individual's feeling that they are cared for, valued, and included in a supportive social circle. This support can come from family, friends, colleagues, or superiors at work. Eisenberger et al. (2020) argue that social support can increase employees' self-esteem and confidence, which motivates them to excel and positively impact the organization. In the demanding and responsible environment at PLN, social support acts as a buffer that reduces workplace stress and helps maintain emotional stability and employee motivation. While employee

well-being, workspace, and social support all influence performance, organizational commitment often acts as a mediating factor that strengthens the relationship between these elements and employee outcomes. Meyer and Allen (2017) describe organizational commitment as the level of emotional attachment, identification, and loyalty employees feel toward their organization. Organizational commitment has three aspects: affective commitment, normative commitment, and continuance commitment. Employees with a strong sense of organizational commitment typically demonstrate higher performance, engage in extra-role activities, and demonstrate a greater willingness to strive to achieve organizational goals. On the other hand, weak organizational commitment can lead to lower work motivation, a higher likelihood of employee turnover, and decreased employee performance.

In the context of PT PLN (Persero) UP2D North Sumatra, organizational commitment is an important factor that needs to be considered, because the company's operational success is highly dependent on the consistency, accountability, and dedication of employees in carrying out their duties. In carrying out their duties, the heavy demands of public services, work pressures, and transformations in work processes caused by the modernization and digitalization of the electricity distribution system can affect employee well-being, a pleasant work environment, and the need for adequate social support. If these issues are not addressed effectively, they can lead to decreased commitment to the organization and employee performance. Previous research has produced mixed results regarding how employee well-being, the work environment, and social support correlate with employee performance. A study by Sari and Nugroho (2021) found that employee well-being, the work environment, and social support positively and significantly influence employee performance, with greater well-being and social support leading to increased motivation and productivity. In contrast, Pratama (2022) presented different findings, indicating that employee well-being had no significant effect on performance, while the work environment and social support had a significant impact. These discrepancies in the results highlight a gap in research that needs further investigation, particularly across different organizational settings, as other elements such as work culture, intrinsic motivation, or reward mechanisms may also influence the relationship between these variables. Considering this phenomenon and the results of previous research, this study is very important to explore the impact of employee well-being, work environment, and social support on employee performance through organizational commitment at PT PLN (Persero) UP2D North Sumatra. This study aims to provide empirical contributions to the field of human resource management studies and provide practical insights for PLN management in creating policies to improve employee well-being, build a conducive work atmosphere, and strengthen internal social support. Thus, organizational commitment can be strengthened and employee performance can be maintained sustainably to help achieve PLN's vision as a trusted and competitive electricity supplier.

Problem Formulation

Based on the background described, the problems in this study can be formulated as follows:

1. Does Employee welfare have a positive and significant effect on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?

2. Does Work environment have a positive and significant effect on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
3. Does Social support have a positive and significant effect on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
4. Does Employee welfare have a positive and significant effect on Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
5. Does Work environment have a positive and significant effect on Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
6. Does Social support have a positive and significant effect on Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
7. Does Organizational commitment have a positive and significant effect on Employee performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
8. Does Employee welfare have a positive and significant effect on Employee performance through Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
9. Does Work environment have a positive and significant effect on Employee performance through Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?
10. Does Social support have a positive and significant effect on Employee performance through Organizational commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra?

Benefits of Research

This research is expected to provide valuable contributions, both theoretically and practically, to various stakeholders. The expected benefits are outlined below:

1. Theoretical Profit

a. Progress in Human Resource Management (HRD) Research

This study is poised to expand and enhance scientific insights into human resource management, particularly in exploring how employee satisfaction, workplace, and social support influence job performance, with the role of organizational commitment as a connecting factor.

b. Strengthening the Theoretical Framework

The results of this study can provide supporting evidence that strengthens the theoretical framework surrounding the role of organizational commitment in linking individual characteristics and workplace conditions to employee performance. Thus, the results can serve as a basis for additional studies on related topics in various industries, including state-owned enterprises and other public institutions.

c. References and Academic Literature

This research is expected to be a scientific resource for educators, researchers, and students who are interested in performance management, employee satisfaction, and organizational

commitment, especially in companies involved in public services such as PT PLN (Persero).

2. Practical Benefits

a. For the Management of PT PLN (Persero) UP2D North Sumatra

The results of this study are expected to guide management in developing and implementing strategic policies aimed at improving employee well-being, ensuring a safe and supportive work environment, and fostering social support in the workplace. Effective management of these aspects is likely to further enhance employee commitment and performance.

b. For PT PLN (Persero) Employees

This study aims to enlighten employees about the importance of organizational commitment and social support as crucial elements contributing to improved performance. With this insight, employees are likely to develop a sense of belonging to the organization and build collaborative and productive relationships.

c. For Leaders and Decision Makers in State-Owned Enterprises

The findings of this study can serve as a resource for leaders and policymakers in other state-owned enterprises when developing human resource management approaches aimed at employee well-being and enhancing organizational commitment to performance improvement. The applied analytical model can also be modified as a framework for designing HR policies in government agencies and other state-owned enterprises.

d. For Human Resource Professionals and Analysts

This research can serve as a reference point for HR professionals, organizational consultants, and training organizations when designing initiatives that promote employee well-being, loyalty, and effectiveness. The findings are expected to assist in designing intervention strategies focused on enhancing organizational commitment and employee performance in the long term.

LITERATURE REVIEW

Employee Performance

According to Mangkunegara (2017), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties according to the responsibilities given. According to Rivai (2017), employee performance is the actual behavior displayed by employees as a form of work achievement based on standards and criteria set by the organization.

Indicators of Employee Performance

According to Mangkunegara (2017), indicators of employee performance consist of:

1. Work quality
2. Work quantity
3. Timeliness
4. Responsibility
5. Cooperation

Factors Affecting Employee Performance

Factors affecting employee performance according to Rivai (2017) include:

1. Individual factors: ability, skills, motivation, attitude, and experience.
2. Organizational factors: leadership, compensation, training, structure, and work culture.
3. Work environment factors: facilities, work relationships, workload, and comfort.
4. External factors: economic conditions, government policies, and family support.

Employee Welfare

According to Sutrisno (2017), employee welfare is all forms of rewards, both in material and non-material forms, given by the organization to employees to ensure a decent life and foster a sense of security and loyalty to the company. Meanwhile, according to Hasibuan (2017) employee welfare is a form of appreciation from the company for employee performance through the provision of facilities, allowances, social security, and adequate working conditions so that employees can work with high spirit and productivity.

Indicators of Employee Welfare

According to Sutrisno (2017), indicators of employee welfare include:

1. Salary and allowances
2. Work facilities
3. Social and health security
4. Career opportunities
5. Sense of security and job satisfaction

Work Environment

According to Sedarmayanti (2017), the work environment is the entire set of tools, materials, layout, as well as physical and social conditions that influence the execution of work, both directly and indirectly. According to Nitisemito (2017) the work environment is everything around employees that can affect work performance, such as lighting, temperature, relationships between employees, and work atmosphere.

Indicators of Work Environment

According to Sedarmayanti (2017), indicators of work environment consist of:

1. Lighting and air circulation
2. Cleanliness and comfort
3. Work relationships among employees
4. Atmosphere and work culture
5. Work support facilities

Social Support

According to Sarafino (2017), social support is assistance provided by others, either emotional, informational, or instrumental, which can improve an individual's psychological well-being and reduce work-related stress. According to Cohen and Wills (2017), social support is the existence, availability, and quality of interpersonal relationships that provide emotional comfort, attention, and real help to individuals in facing various life challenges.

Indicators of Social Support

According to Sarafino (2017), indicators of social support include:

1. Emotional support (empathy and attention)

2. Informational support (advice and suggestions)
3. Instrumental support (tangible assistance)
4. Appraisal support (positive feedback)

Organizational Commitment

According to Busro (2018) organizational commitment is a psychological condition that reflects the relationship between employees and the organization, which ultimately influences the individual's decision to remain in the organization. According to Silaban (2018), organizational commitment is defined as the extent to which an employee sides with the organization, believes in its values and goals, and has the desire to maintain their membership in that organization.

Indicators of Organizational Commitment

Indicators of organizational commitment according to Busro (2018) include:

1. Emotional attachment to the organization.
2. Desire to remain in the organization.
3. Active involvement in work.
4. Willingness to sacrifice for the benefit of the organization.
5. Compliance with organizational values and goals.

Conceptual Framework

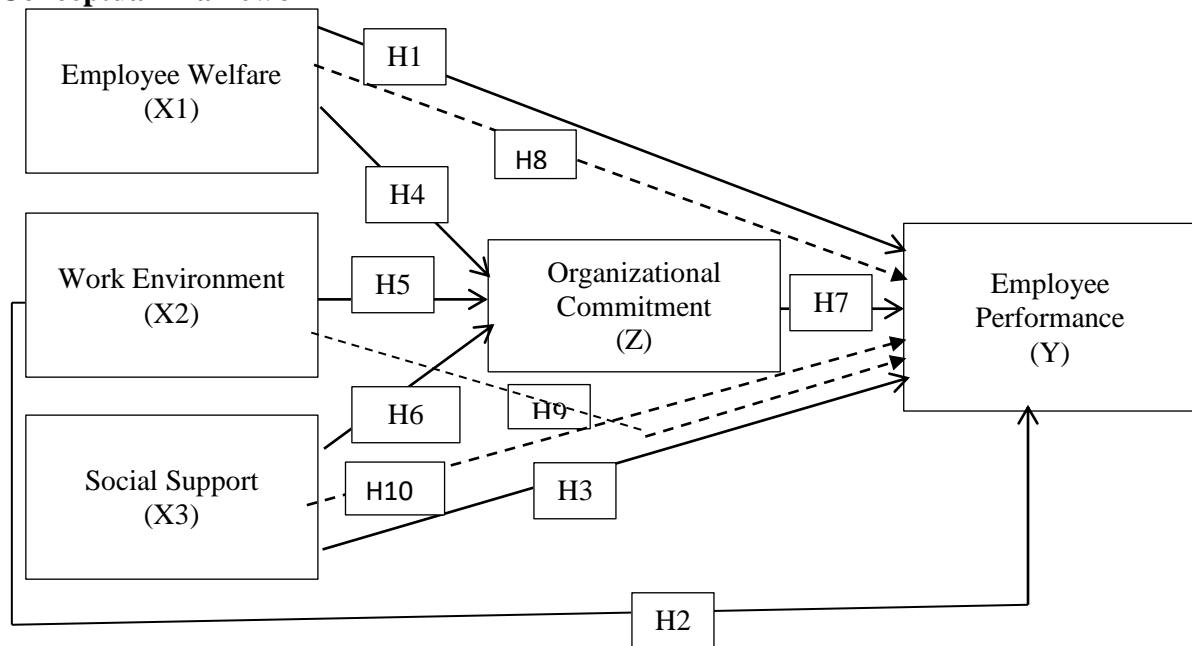


Figure 1 Conceptual Framework

Hypotheses

- H1 : Employee Welfare has a positive and significant effect on Employee Performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra
- H2 : Work environment has a positive and significant effect on Employee Performance at

- PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra
- H3 : Social support has a positive and significant effect on Employee Performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra
- H4 : Employee Welfare has a positive and significant effect on Organizational Commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra
- H5 : Work environment has a positive and significant effect on Organizational Commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra
- H6 : Social support has a positive and significant effect on Organizational Commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra
- H7 : Organizational Commitment has a positive and significant effect on Employee Performance at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra
- H8 : Employee Welfare has a positive and significant effect on Employee Performance through Organizational Commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra
- H9 : Work environment has a positive and significant effect on Employee Performance through Organizational Commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra
- H10: Social support has a positive and significant effect on Employee Performance through Organizational Commitment at PT PLN (Persero) Distribution Control Operational Unit (UP2D) North Sumatra

Research Methodology

Research Type

This study used a quantitative method with a focus on causality, specifically designed to explore the cause-and-effect relationships between the variables studied. Quantitative methods emphasize theory verification using numerical data on variables assessed through statistical techniques. This method is considered suitable for evaluating the impact of employee well-being, work environment, and social support on job performance related to promotions (Sugiyono, 2017).

Location and Time of Research

This research was conducted at the Distribution Regulation Implementation Unit (UP2D) of PT PLN (Persero) North Sumatra, located at Jl. KL. Yos Sudarso No. 284, Glugur City, West Medan District, Medan, North Sumatra 20238 (PLN North Sumatra UID Office). This research is scheduled to last for three months, which includes the creation of research instruments, data collection, and data processing and analysis stages using SmartPLS 3.0 software.

Research Population and Sample

The population in this study were all employees of PT PLN (Persero) UP2D North Sumatra who work in various operational and managerial sections, totaling 117 employees. According to Sekaran & Bougie (2017), a population is the entire group of people, events, or things of interest to the researcher from which conclusions are drawn.

According to Sugiyono (2017), the saturated sampling technique is used when the population size is relatively small or below 117 people, so that the entire population becomes the sample to make the research results more representative. Thus, all employees within PT PLN (Persero) UP2D North Sumatra were used as research respondents.

Types and Sources of Data

This research uses primary and secondary data. Primary data was collected directly from respondents through a research questionnaire. Secondary data, on the other hand, was sourced from various additional materials such as company records, annual reports, and scientific references, including books and academic journals. Primary data involves information gathered directly from original sources, while secondary data comes from existing sources (Cooper & Schindler, 2017).

Data Collection Techniques

The data collection process was conducted using a closed-ended questionnaire, in which respondents were asked to respond to statements structured based on specific indicators for each research variable.

Data Analysis Techniques

The information obtained from this study was evaluated using Structural Equation Modeling (SEM) with a Partial Least Squares approach, supported by SmartPLS software. SmartPLS facilitates the examination of relationships between latent variables through complex path models and is ideal for research using smaller sample sizes (Ghozali & Latan, 2017). Data analysis was carried out in several steps, including:

External Model Evaluation (Measurement Model)

The measurement model was evaluated to determine the validity and reliability of the indicators in reflecting the latent variables. To test convergent validity, the required factor loading value of ≥ 0.7 was examined. Next, discriminant validity was assessed by analyzing the cross-loading value and Average Variance Extracted (AVE) which must be at least 0.5. Construct reliability was examined based on the Composite Reliability value and Cronbach's Alpha, which must meet the criteria of ≥ 0.7 (Ghozali & Latan, 2017).

Inner Model Evaluation (Structural Model)

The purpose of structural model testing is to evaluate how the latent variables in the research model are interrelated. This evaluation involves analyzing the R-square value to determine the extent of influence of the independent variables on the dependent variable. Furthermore, path coefficients help identify the strength and direction of the relationship between variables. The significance of the hypothesis is tested by examining the T-statistic value, where the hypothesis is considered significant if the T-statistic value is ≥ 1.96 (Ghozali & Latan, 2017).

Mediation Test (Intervening Effect)

The mediation effect was examined using the bootstrapping method in SmartPLS software to identify the indirect effect of the independent variable on the dependent

variable through job promotion, which functions as a mediating factor (Ghozali & Latan, 2017).

Results and Discussion

Outer Model Analysis

An external model assessment was conducted to evaluate the reliability and accuracy of the indicators used to measure the research constructs. Data processing using the SmartPLS application revealed that all indicators had factor loading values greater than 0.70. This result indicates that each indicator effectively represents the latent variable, thus meeting the convergent validity criteria. In addition, the Average Variance Extracted (AVE) value for each construct was found to be greater than 0.50, indicating that most of the variance in the indicator was explained by the construct being measured. Consequently, it was determined that all constructs in the research model met the convergent validity requirements.

Convergent Validity

The purpose of convergent validity testing is to evaluate how well indicators within a construct are interrelated and reliably represent the construct. This evaluation involves analyzing factor loading values and AVE. The analysis shows that all indicators have factor loading values exceeding 0.70, confirming their validity. Furthermore, the AVE value for each construct also exceeds the minimum requirement of 0.50, indicating that more than half of the variance in the indicators can be attributed to the latent construct. Therefore, it can be concluded that all constructs in this study have met convergent validity standards.

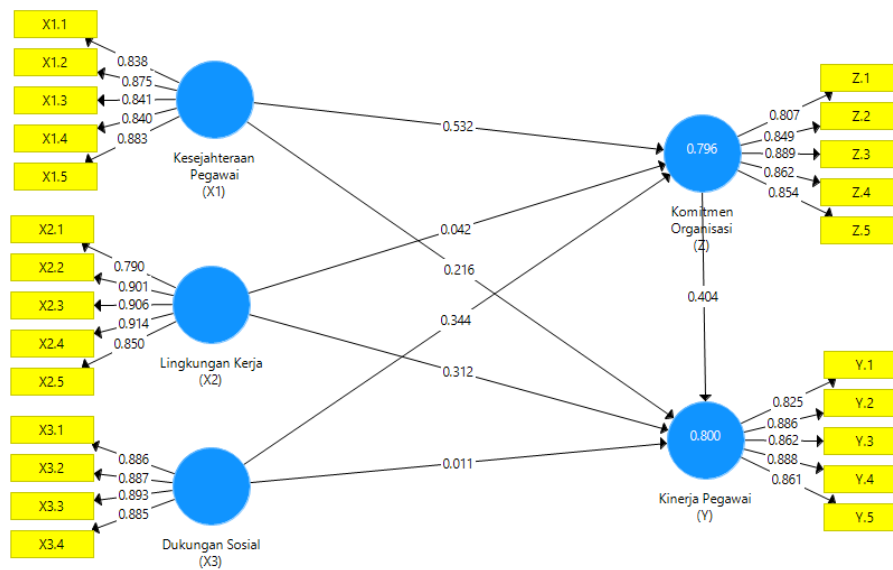


Figure 1. Outer Model

Source : Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + b_3X_3 + e_1$$

$$Z = 0.552 + 0.042 + 0.344 + e_1$$

For substructure 2

$$Y = b_2X_1 + b_4X_2 + b_3X_3 + b_4Z + e_2$$

$$Y = 0.216 + 0.312 + 0.011 + 0.404 + e_2$$

Table 1. Outer Loadings

	Social Support_(X3)	Employee Welfare_(X1)	Employee Performance_(Y)	Organizational Commitment_(Z)	Work Environment_(X2)
X1.1		0.838			
X1.2		0.875			
X1.3		0.841			
X1.4		0.840			
X1.5		0.883			
X2.1					0.790
X2.2					0.901
X2.3					0.906
X2.4					0.914
X2.5					0.850
X3.1	0.886				
X3.2	0.887				
X3.3	0.893				
X3.4	0.885				
Y.1			0.825		
Y.2			0.886		
Y.3			0.862		
Y.4			0.888		
Y.5			0.861		
Z.1				0.807	
Z.2				0.849	
Z.3				0.889	
Z.4				0.862	
Z.5				0.854	

Source : Smart PLS 3.3.3

Based on the findings from the outer loading assessment in Table 1, each measure related to the variables of Social Support (X3), Employee Well-being (X1), Work Environment (X2), Organizational Commitment (Z), and Employee Performance (Y) shows an outer loading figure greater than the limit of 0.70. This result implies that each measure effectively demonstrates the evaluated concept and meets the criteria of convergent validity. Therefore, all measures are confirmed as valid and suitable for testing the research model.

Discriminant Validity

The purpose of discriminant validity is to ensure that each concept analyzed in the study is clearly distinct, and that the measures used reflect their own concepts better than other concepts. Discriminant validity testing was conducted using three methods: cross-loading, the Fornell–Larcker Criterion, and the Heterotrait–Monotrait Ratio (HTMT). The results of the analysis showed that the cross-loading figures for each measure were higher

for the concepts associated with it compared to other concepts, indicating that each measure effectively represents the corresponding variable.

. Table 2. Discriminant Validity

	Social Support_(X3)	Employee Welfare_(X1)	Employee Performance_(Y)	Organizational Commitment_(Z)	Work Environment_(X2)
X1.1	0.724	0.838	0.686	0.701	0.643
X1.2	0.800	0.875	0.724	0.780	0.712
X1.3	0.748	0.841	0.747	0.770	0.732
X1.4	0.788	0.840	0.700	0.711	0.783
X1.5	0.765	0.883	0.767	0.780	0.802
X2.1	0.724	0.788	0.697	0.702	0.790
X2.2	0.832	0.725	0.777	0.672	0.901
X2.3	0.858	0.759	0.738	0.702	0.906
X2.4	0.794	0.733	0.741	0.749	0.914
X2.5	0.792	0.749	0.699	0.731	0.850
X3.1	0.886	0.762	0.726	0.735	0.781
X3.2	0.887	0.762	0.719	0.711	0.845
X3.3	0.893	0.766	0.729	0.707	0.853
X3.4	0.885	0.872	0.791	0.877	0.781
Y.1	0.693	0.709	0.825	0.796	0.724
Y.2	0.790	0.848	0.886	0.833	0.756
Y.3	0.672	0.651	0.862	0.646	0.709
Y.4	0.764	0.736	0.888	0.690	0.772
Y.5	0.686	0.700	0.861	0.718	0.647
Z.1	0.763	0.738	0.708	0.807	0.661
Z.2	0.748	0.741	0.681	0.849	0.692
Z.3	0.713	0.731	0.731	0.889	0.658
Z.4	0.677	0.727	0.722	0.862	0.687
Z.5	0.752	0.790	0.802	0.854	0.766

Source : Smart PLS 3.3.3

Referring to Table 2, the discriminant validity assessment shows that each indicator recorded a greater cross-loading value on the construct it was designed to measure than the loading value of the other constructs. Indicators related to Employee Well-being (X1), Work Environment (X2), Social Support (X3), Employee Performance (Y), and Organizational Commitment (Z) each reflected the highest loading value for the relevant construct. Thus, it can be determined that all constructs in the examined model meet the requirements of discriminant validity, which confirms that each variable signifies a unique concept without overlap between constructs.

Composite Reliability

Construct reliability evaluation was conducted using two measures: Composite Reliability (CR) and Cronbach's Alpha, both of which are intended to evaluate the level of internal consistency among the indicators that make up the construct. A construct is considered reliable if it has a Composite Reliability score ≥ 0.70 and a Cronbach's Alpha score ≥ 0.70 . Based on the results of the data processing obtained, it can be concluded that:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Social Support_(X3)	0.911	0.937	0.788
Employee Welfare_(X1)	0.908	0.932	0.732
Employee Performance_(Y)	0.915	0.937	0.747
Organizational Commitment_(Z)	0.906	0.930	0.727
Work Environment_(X2)	0.922	0.942	0.763

Source : Smart PLS 3.3.3

Based on Table 3, all research variables show Cronbach's Alpha and Composite Reliability values that exceed the minimum limit of 0.70, as well as Average Variance Extracted (AVE) values above 0.50. These results indicate that the constructs of Social Support (X3), Employee Well-being (X1), Work Environment (X2), Organizational Commitment (Z), and Performance According to Table 3, all variables in this study showed Cronbach's Alpha and Composite Reliability scores that were above the minimum required level of 0.70, along with Average Variance Extracted (AVE) values exceeding 0.50. These findings indicate that the concepts of Social Support (X3), Employee Well-being (X1), Work Environment (X2), Organizational Commitment (Z), and Employee Performance (Y) met the criteria of reliability and convergent validity. Thus, the instrument used in this study can be considered reliable and suitable for model validation.

Internal Model Analysis

The structural model (internal model) was analyzed to evaluate the strength and accuracy of the relationships between latent variables within the research framework. This analysis aimed to confirm that the developed model had strong predictive capabilities. Some metrics used to evaluate the internal model include:

Coefficient of Determination (R^2)

From the data analysis conducted using SmartPLS 3.0 software, the R-Square value is determined as follows: ja Employees (Y) have met the requirements of reliability and convergent validity. Thus, the instrument used in this study can be declared reliable and suitable for use in model testing.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to assess the strength and accuracy of the relationships between latent variables in the research model. This assessment aims to

ensure that the model has good predictive ability. Some indicators used in inner model evaluation include the following:

Coefficient of Determination (R^2)

Based on the results of data processing using the SmartPLS 3.0 application, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.800	0.793
Organizational Commitment (Z)	0.796	0.790

Source : Smart PLS 3.3.3

According to Table 4, the R-square value for the Employee Performance (Y) variable is 0.800, and for Organizational Commitment (Z) is 0.796. These results indicate that the independent variables in the research model explain 80.0% of the changes in Employee Performance and 79.6% in Organizational Commitment, while the remainder is influenced by other elements not included in this model. The high Adjusted R-square value indicates that the research model has substantial predictive and explanatory capabilities.

Hypothesis Testing

After analyzing the internal model, the next phase involves examining the relationships between the latent constructs as outlined in the research hypotheses. Hypothesis assessment is performed by examining the T statistic and P value. A hypothesis is considered valid if the T statistic exceeds 1.96 and the P value is lower than 0.05. The path coefficient indicates the results of the direct effect test.

Table 5. Path Coefficients (Influence) Direct)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Social Support (X3) -> Employee Performance (Y)	0.011	0.085	0.466	Rejected
Social Support (X3) -> Organizational Commitment (Z)	0.344	2,540	0.006	Accepted
Employee Welfare (X1) -> Employee Performance (Y)	0.216	1,977	0.024	Accepted
Employee Welfare (X1) -> Organizational Commitment (Z)	0.532	5,038	0,000	Accepted
Organizational Commitment (Z) -> Employee Performance (Y)	0.404	4,518	0,000	Accepted
Work Environment (X2) -> Employee Performance (Y)	0.312	2,694	0.004	Accepted
Work Environment (X2) -> Organizational Commitment (Z)	0.042	0.389	0.349	Rejected

. Source : Smart PLS 3.3.3

Social Support (X3) affects Employee Performance (Y).

1. The results showed a coefficient of 0.011, with a T-statistic of 0.085 and a p-value of 0.466. Since this value does not meet the significance criteria, it can be concluded that social support does not significantly affect employee performance. Therefore, this hypothesis is rejected.
2. Social Support (X3) influences Organizational Commitment (Z).
 The analysis results show a coefficient of 0.344, a T statistic of 2.540, and a p-value of 0.006. This indicates that Social Support positively and significantly influences Organizational Commitment, so this hypothesis is accepted.
3. Employee Welfare (X1) affects Employee Performance (Y).
 The coefficient is 0.216, along with a T-statistic of 1.977 and a p-value of 0.024, indicating a positive and significant effect. Thus, Employee Well-being has been shown to influence Employee Performance, thus accepting this hypothesis.
4. Employee Welfare (X1) influences Organizational Commitment (Z).
 The results showed a coefficient of 0.532, a T-statistic of 5.038, and a p-value of 0.000. This indicates a positive and significant impact, resulting in acceptance of this hypothesis.
5. Organizational Commitment (Z) influences Employee Performance (Y).
 The coefficient value of 0.404, with a T-statistic of 4.518 and a p-value of 0.000, indicates that Organizational Commitment has a positive and significant impact on Employee Performance. Therefore, this hypothesis is accepted.
6. Work Environment (X2) influences Employee Performance (Y).
 The analysis showed a coefficient of 0.312, with a T-statistic of 2.694 and a p-value of 0.004. This indicates that the work environment positively and significantly influences employee performance, thus supporting the acceptance of this hypothesis.
7. Work environment (X2) influences organizational commitment (Z).
 The coefficient is 0.042, with a T-statistic of 0.389 and a p-value of 0.349, indicating no significant impact. Therefore, the work environment does not significantly influence organizational commitment, leading to the rejection of this hypothesis.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Social Support (X3) -> Organizational Commitment (Z) -> Employee Performance (Y)	0,139	2,037	0,021	Accepted
Employee Welfare (X1) -> Organizational Commitment (Z) -> Employee Performance (Y)	0,215	3,333	0,000	Accepted
Work Environment (X2) -> Organizational Commitment (Z) -> Employee Performance (Y)	0,017	0,383	0,351	Rejected

Source : Smart PLS 3.3.3

8. Social Support (X3) affects Employee Performance (Y) through Organizational Commitment (Z). The test results show a coefficient value of 0.139 with T-statistic

2.037 and p-value 0.021. This value meets the significance criteria, so it can be concluded that Social Support has a positive and significant effect on Employee Performance through Organizational Commitment. Thus, this hypothesis is accepted.

9. Employee Welfare (X1) affects Employee Performance (Y) through Organizational Commitment (Z). The analysis results show a coefficient value of 0.215 with T-statistic 3.333 and p-value 0.000. This shows a positive and significant effect, so Organizational Commitment is proven to mediate the effect of Employee Welfare on Employee Performance. Therefore, this hypothesis is accepted.
10. Work Environment (X2) affects Employee Performance (Y) through Organizational Commitment (Z). The coefficient value of 0.017 with T-statistic 0.383 and p-value 0.351 shows that the indirect effect is not significant. Thus, Organizational Commitment does not mediate the effect of Work Environment on Employee Performance, so this hypothesis is rejected.

Conclusion

After presenting the research findings, the conclusions of this study can be summarized as follows:

1. There is no significant impact of social support on employee performance, so the hypothesis is rejected.
2. Social support has a positive and significant effect on organizational commitment, which means the hypothesis is accepted.
3. Employee welfare shows a positive and significant influence on employee performance, so the hypothesis is accepted.
4. Employee welfare has a positive and significant effect on organizational commitment, so the hypothesis is accepted.
5. Organizational commitment has a positive and significant effect on employee performance, so the hypothesis is accepted.
6. The work environment has a positive and significant influence on employee performance, so the hypothesis is accepted.
7. The work environment does not have a significant effect on organizational commitment, so the hypothesis is rejected.
8. Social support has a significant effect on employee performance through organizational commitment, so the hypothesis is accepted.
9. Employee well-being significantly affects employee performance through organizational commitment, so the hypothesis is accepted.
10. The work environment does not have a significant effect on employee performance through organizational commitment, so the hypothesis is rejected.

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