

The Role of Work Spirit in Mediating the Influence of the Work Environment on the Affective Commitment of Permanent Employees at PT. ABC

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DOI: <https://doi.org/10.56293/IJMSSSR.2026.6109>

IJMSSSR 2026

VOLUME 8

ISSUE 2 MARCH - APRIL

ISSN: 2582 – 0265

Abstract: This study aims to examine the role of work enthusiasm in mediating the influence of the work environment on the affective commitment of permanent employees of PT. ABC. This study uses Explanatory Research and is quantitative with the object of research being permanent employees of PT ABC. The method used in this study is SEM PLS with the help of the SmartPLS 4.0 application as a tool. Furthermore, this study also uses the Sobel Test using Free Sobel Test Calculators. The population of this study is 190 permanent employees of PT ABC. The sample of this study is 129 employees. Researchers use Proportionate Stratified Random Sampling, which is a random sampling technique in which the number of samples from each subgroup (strata) in the population is determined proportionally. Based on the results of the analysis and discussion in this study, the conclusions that can be drawn are 1) the work environment is proven to have a positive and significant effect on the work enthusiasm of permanent employees of PT ABC; 2) Work enthusiasm is proven to have a positive and significant effect on the affective commitment of permanent employees of PT ABC; 3) the work environment is proven to have a positive and significant effect on the affective commitment of permanent employees of PT ABC; 4) Work enthusiasm can mediate the influence of the work environment on affective commitment through the work enthusiasm of permanent employees of PT ABC; 5) Work enthusiasm plays a role as a partial mediator (partial mediation) in mediating the influence of the work environment on the affective commitment of permanent employees of PT ABC.

Keywords: Affective Commitment, Work Environment, Work Spirit

1. Introduction

The role of human resources in an organization is to support the progress of the organization that houses it. Employees are one of the means to achieve organizational goals in the company's human resources. Matters related to employees should not be neglected. Hasibuan (2019) states that human resources is the science and art of regulating the relationships and roles of the workforce to effectively and efficiently help realize the company, employees, and society. Human resources are a primary asset for an organization because the company's success is largely determined by the quality, competence, and commitment of its employees. One important form of commitment is affective commitment, namely the emotional bond employees have with the organization that fosters a sense of pride and a strong desire to remain with the company. Therefore, a good relationship between HR management and affective commitment will contribute to the long-term sustainability of the workforce.

In an increasingly competitive workplace, employee commitment is key to maintaining organizational stability and sustainability. PT ABC is a limited liability company with 60% of its shares held by PTPN I and 40% by other partners. PT ABC was founded in 1994. Initially, the company was established through a Japanese soybean cultivation training program conducted by PT Perkebunan XXVII Persero in collaboration with its partners. The first product export to Japan was carried out in 1995. The company continues to grow through export market development and product development. Currently, PT ABC independently multiplies seeds. Since 2006, PT ABC has stopped importing seeds and has begun producing independent seed multipliers. As the company grows, the number of employees increases. Before the COVID-19 pandemic, the company had approximately 3,000 employees. However, currently, PT ABC has only 1,586 employees.

With its large number of human resources and diverse backgrounds, PT ABC faces challenges in maintaining employee affective commitment and often faces gaps in the level of emotional attachment between individuals to the company. Some employees may feel proud and have strong emotional bonds, while others exhibit a more transactional work attitude, oriented only to salary and personal gain. This condition can be caused by factors such as a less supportive work environment or minimal appreciation for employee contributions. The work environment creates a conducive organizational climate for employees to work optimally. Satisfaction and work enthusiasm are two important factors in the influence of the work environment on affective commitment.

Affective commitment is an employee's emotional bond with an organization that makes them feel involved and have an identity with the organization, so they want to remain there voluntarily (Hasibuan, 2019). Employees who have high affective commitment will feel proud to be part of the organization and strive to achieve organizational goals. One factor that influences employee affective commitment is the work environment. According to Hasibuan (2019) the work environment is everything around the workplace that is related to or exists in a person's work environment and can influence him in carrying out the tasks given. If the work environment is conducive, employee affective commitment will increase (Winarni et al., 2023).

The Person-Environment (PE Fit Theory) by John French et al. (1974) explains that a person's behavior, attitudes, and commitment to an organization will increase if there is a fit between the individual (person) and their environment (environment). A comfortable, supportive, safe work environment that provides opportunities for development will create a fit with the employee's needs, values, and expectations. When employees perceive their work environment as aligned with their values and needs, they experience a stronger emotional attachment to the organization. This is the essence of affective commitment, a feeling of attachment stemming from the psychological comfort and satisfaction they experience in the workplace. A positive work environment increases employees' sense of pride in the company.

A conducive work environment not only directly impacts affective commitment but can also influence it through work spirit. According to Malik (2019), work spirit is an employee's perspective and sense of well-being, reflecting their attitude and satisfaction in the workplace. A comfortable, safe, and supportive work environment that supports positive interactions between employees will encourage high work spirit. Enthusiastic employees will be more enthusiastic, motivated, and have positive energy in carrying out their work, thus fostering a strong emotional attachment to the organization. This is in line with Meyer and Allen's theory in the Three Component Model of Commitment, which emphasizes that affective commitment is formed from emotional involvement, one of which is influenced by work spirit fostered through positive working conditions.

The theory that affective commitment can be influenced by the work environment is supported by existing research. Winarni et al. (2023) found that the work environment has a positive and significant impact on affective commitment, suggesting that a conducive work environment will increase employee affective commitment. However, research by Bayu et al. (2023) found the opposite. The work environment did not have a positive and significant effect on affective commitment.

The work environment is a factor that can influence employee morale. This is supported by research by Pamungkas et al. (2023) and Jonathan & Dewi (2023), which states that the work environment influences work spirit. The theory that work spirit is one of the factors that can influence affective commitment is supported by research by Salmawati & Kurniawan (2022). They stated that work spirit influences affective commitment. This could be a new finding, where work spirit has the potential to be a mediating variable in the relationship between the work environment and affective commitment, because a conducive work environment can foster employee morale, and high work spirit can ultimately strengthen employees' emotional attachment to the organization, although previous research specifically examining this mediating role is still limited.

The reason researchers examined the Role of Work spirit in Mediating the Influence of the Work Environment on Affective Commitment at PT ABC is because there has been no research examining this phenomenon. Therefore, this study is necessary to provide a deeper understanding of how the work environment can shape employee morale, which ultimately influences their affective commitment to the company. In addition, as a company engaged in the frozen vegetable agro-industry, PT ABC faces challenges in retaining competent and committed human resources. The resulting affective commitment of employees can be influenced by the quality of the work

environment, both physical and non-physical. Based on a brief interview with the Head of Personnel at PT ABC, Mr. Soleh revealed that the work environment influences employee affective commitment. A conducive work environment can increase satisfaction so that employees are committed to remaining in the company. However, he reiterated that in reality the company experiences indications of low employee affective commitment with a fairly high turnover. This is proven by research by Abidin & Budiono (2023) . From 2017, PT ABC had 1,317 employees, reaching 2,200 by 2022. However, by 2025, PT ABC had only 1,856 employees. This decline was due to several factors, including employee conditions, irregular workloads, and the workplace atmosphere. Productivity within the company also declined. This was stated by PT ABC's Head of Personnel, Mr. Soleh. He revealed that, in reality, production targets were not met. The following are PT ABC's production targets and realizations for 2021-2024.

Table 1. PT ABC Production Targets and Realizations for 2021-2024

	Target	Realization	Percentage
2021	11,571 tons	9,664 tons	83.52%
2022	11,846 tons	9,859 tons	83.23%
2023	10,060 tons	9,702 tons	96.44%
2024	12,726 tons	10,490 tons	82.44%

Source: PT ABC, data processed 2026

Researchers obtained information regarding production targets and realization data. In 2021, the company set a production target of 11,571 tons, but only achieved 9,664 tons, or approximately 83.52% of the target. Meanwhile, in 2022, the production target was set at 11,846 tons with a production realization of 9,859 tons, meaning that the target achievement only reached 83.23%. In 2023, the company targeted 10,060 tons with a realization of 9,702 tons, or 96.44%. This was the lowest realization compared to the realization of the previous two years. Meanwhile, in 2024, the company experienced a decline again with a target of 12,726 tons and a realization of 10,490 tons. Realization only reached 82.44% of the predetermined target. This achievement indicates a decline in work spirit among PT ABC employees because they have not been able to meet the production targets set by the company.

Production realization that does not reach the target indicates a decrease in work spirit because decreased performance often reflects a decrease in employee enthusiasm in achieving organizational goals. When work spirit decreases, employees tend to work without high energy and initiative, thus impacting their effectiveness and productivity, including in achieving targets. In addition, the Head of Personnel of PT ABC also revealed that many employees arrive late. This also indicates that employee work spirit is decreasing. Employees who arrive on time indicate an indication of high work spirit, because punctuality reflects an attitude of discipline, responsibility, and motivation to provide the best performance for the company.

PT ABC needs to understand that efforts to create a healthy work environment, both physically and non-physically, not only have a direct impact on employee affective commitment but also indirectly through increased work spirit. Therefore, it is important to examine more deeply how the work environment can influence employee affective commitment through the mediating role of work spirit. The results of this study are expected to form the basis for strategic HR policy-making at PT ABC.

2. Literature Review

2.1 Theoretical Study

2.1.1 Work environment

According to Hasibuan (2019), the work environment is everything around the workplace that is related to or within a person's work environment and can influence him in carrying out the tasks assigned. According to Sedarmayanti (2017), the work environment is a place for a number of groups where there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. Afandi (2021) stated that the work environment is everything around employees that can influence them in carrying out their assigned tasks, for example, air conditioning (AC). Therefore, it can be concluded that the work environment is all conditions,

facilities, infrastructure, and atmosphere, both physical and those around employees, that influence their comfort, motivation, and performance in carrying out their work. Khusna et al. (2025) stated that a conducive work environment, for example, adequate facilities, harmonious relationships between coworkers, and support from superiors, creates a positive perception.

2.1.2 Work spirit

According to Malik (2019), work spirit is the job satisfaction, views, and feelings of well-being of an employee that reflect their attitude and satisfaction while in the workplace environment. Hasibuan (2019) defines work spirit as a person's desire and sincerity to do work well and with discipline in order to achieve maximum work performance, as well as the existence of a deep will and pleasure in the work being done. Nitisemito (2019) stated that work spirit is doing work in a more diligent manner, so that the work will be expected to be faster and better. Wrong principles and reasons will result in personal and organizational losses. Work spirit is a positive drive within a person that is shown through enthusiasm, discipline, and persistence in carrying out work, so that it is able to provide optimal results and have a good impact on both individuals and organizations.

2.1.3 Affective Commitment

According to Allen and Meyer, affective commitment is a strong emotional attachment between employees and the organization, which is manifested through self-identification with the organization's goals, active involvement, and the desire to continue being part of the organization because there are similar values. Affective commitment is an employee's emotional bond with the organization that makes them feel involved and have an identity with the organization, so that they want to remain there voluntarily (Hasibuan, 2019). According to Bayu et al. (2023) affective commitment is part of organizational commitment that refers to the emotional side attached to a person related to their involvement in an organization. Employees who have affective commitment tend to be loyal and faithful to their organization. Affective commitment can be defined as an emotional attachment and feeling of belonging to the organization that makes employees feel proud, aligned with company values, and motivated to voluntarily contribute to achieving organizational goals.

2.2 Previous Research

Previous research serves as a comparison and a reference in developing research. This study uses several previous studies as a reference in examining the role of job satisfaction and morale in mediating the influence of the work environment on employee affective commitment. The work environment influences employee affective commitment because it can form an emotional attachment to the organization. According to Meyer and Allen, affective commitment is reflected in employees' sense of belonging and desire to remain part of the organization. A comfortable, supportive, and fair work environment encourages positive feelings in employees, thereby strengthening their affective commitment to the organization. This is supported by research by Winarni et al. (2023) and research by Putri & Rahyuda (2025). Both studies revealed that the work environment has a significant effect on affective commitment. However, research by Bayu et al. (2023) shows the opposite. This study reveals that the work environment does not have a partial effect on affective commitment, but can have an effect through job satisfaction mediation.

The work environment influences employee morale because it determines comfort and motivation at work. Based on Herzberg's Two-Factor Theory, the work environment includes hygiene factors that, if properly met, such as physical conditions, work relationships, and organizational policies, can prevent dissatisfaction and encourage increased employee morale. This theory is supported by research by Al Hakim et al. (2022), Jonathan & Dewi (2023), and Pamungkas et al. (2023). These three studies reveal that the environment can influence work spirit.

Work spirit reflects employees' enthusiasm and emotional involvement in their work. Therefore, work spirit influences employees' affective commitment. According to Allen and Meyer, affective commitment is characterized by emotional attachment and a sense of belonging to the organization. This sense of pride tends to increase when employees have high work spirit, making them feel happy, involved, and proud to be part of the organization. This is evidenced in research by Salmawati & Kurniawan (2022). They revealed that work spirit influences employee affective commitment.

2.3 Conceptual Framework

According to Sugiyono (2019), a conceptual framework is a conceptual model of how theory relates to various factors identified as important issues. To facilitate the identification of existing phenomena, the researcher outlined the research's flow of thought. To address the research problem based on the existing phenomena, the theoretical and empirical studies used can be depicted in a schematic form as a reference for analysis. The following is the conceptual framework for this research.

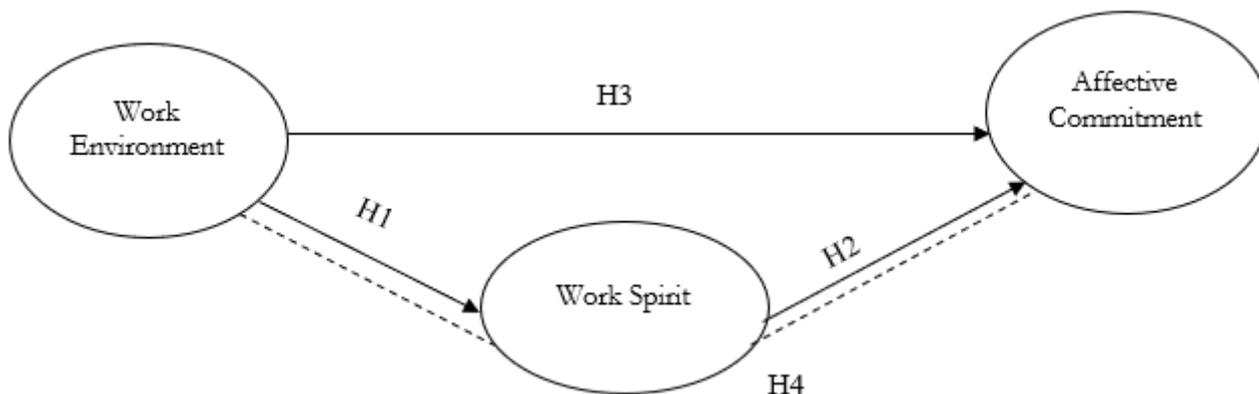


Figure 1. Conceptual Framework

3. Research Methods

This study uses Explanatory Research where this study tests the relationship between variables through Hypothesis Testing. This research is quantitative with the object of research being permanent employees of PT ABC. The method used in this study is SEM PLS with the help of the SmartPLS 4.0 application as a tool. Furthermore, this study also uses the Sobel Test using Free Sobel Test Calculators. The population of this study is PT ABC's permanent employees totaling 190 employees. The sample of this study amounted to 129 employees. The sampling technique uses the Slovin formula which can be seen in appendix 2. Meanwhile, to select respondents, the researcher used Proportionate Stratified Random Sampling, which is a random sampling technique in which the number of samples from each subgroup (strata) in the population is determined proportionally to the size of the subgroup in the overall population.

This study uses quantitative methods and Path Analysis as analytical tools. Data in this study were obtained from respondents' answers to questions posed through questionnaires and interviews. Primary data sources in this study were questionnaire results, observation results, and interview results. Secondary data sources in this study were books, literature studies, official agency websites, and agency annual reports. Researchers used a Likert scale as a measurement scale in this study. The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2019). The Likert scale is used to measure research variables including work environment (X), affective commitment (Y), and work enthusiasm (Z). Scores were given to Strongly Agree (SS) given a score of 5. Agree (S) given a score of 4. Quite Agree (CS) given a score of 3. Disagree (TS) given a score of 2. Strongly Disagree (STS) given a score of 1. Hypothesis testing aims to determine the significance of the influence of an independent variable on the dependent variable. This study uses bootstrapping resampling as a method in testing a hypothesis.

4. Results and Discussion

4.1 Agency Overview

PT ABC is an agribusiness company known as an export-oriented agricultural product processing company. The company processes frozen edamame and okra, which are marketed to various countries. In its operations, PT ABC partners with local farmers to maintain the quality of its raw materials in accordance with international standards. Its production system prioritizes the principles of hygiene, food safety, and strict quality control.

As part of strengthening the national agribusiness sector, PT ABC plays a role in improving farmer welfare through sustainable partnerships. The company provides technical assistance, supplies superior seeds, and oversees cultivation to ensure harvests meet export standards. In addition to contributing to increased foreign exchange earnings, the company also creates jobs for the surrounding community. Its commitment to quality and sustainability has enabled the company to continue growing and maintain the trust of the international market. With a vision to become a leading agribusiness company, PT ABC continues to innovate in its production processes and business management.

In facing global competition, PT ABC also implements structured, quality-based management standards. The company continuously evaluates performance and improves human resource competencies to support operational effectiveness. The application of technology in production and processing is one strategy to maintain consistent product quality. Furthermore, the company pays attention to environmental sustainability at every stage of its business activities. Through this strategy, PT ABC strives to maintain its existence and expand its market network internationally. The following is the organizational structure of PT ABC in 2025.

4.2 Instrument Test

4.2.1 Validity Test

Validity testing aims to determine the research instrument's ability to measure variables. Furthermore, validity testing is used to ensure that questionnaire is appropriate for use and accurately represents the research construct.

a. Convergent Validity

Reflective indicators in the convergent validity test can be seen through the relationship or correlation between the construct and its respective indicators. According to Duryadi (2021), an indicator is considered valid if the correlation value is above 0.6. The results of the loading factors can be seen in Table 2 below:

Table 2. Loading Factors

Variables	Item Statement	Loading Factors		Results
		Score	Rule of Thumb	
Work Environment (X)	X ₁	0.829	0.600	Valid
	X ₂	0.705	0.600	Valid
	X ₃	0.778	0.600	Valid
	X ₄	0.732	0.600	Valid
Work Spirit (Z)	Z ₁	0.721	0.600	Valid
	Z ₂	0.730	0.600	Valid
	Z ₃	0.758	0.600	Valid
	Z ₄	0.722	0.600	Valid
	Z ₅	0.735	0.600	Valid
Affective Commitment (Y)	Y ₁	0.797	0.600	Valid
	Y ₂	0.796	0.600	Valid
	Y ₃	0.819	0.600	Valid

Source: Primary data processed 2026

The goal of convergent validity is to ensure that each indicator within a variable truly measures the same construct. Table 2 shows that all indicators within each variable have loading factors above 0.6, indicating that all indicators within each variable are valid.

b. Discriminant Validity

Cross-loading is a technique used in discriminant validity testing in SmartPLS 4 to assess the relationship between reflective indicators and their constructs. The cross-loading results can be seen in Table 3 below.

Table 3. Cross Loading

	X	Y	Z ₁	Z ₂
X ₁	0.829	0.509	0.387	0.461
X ₂	0.705	0.335	0.462	0.453
X ₃	0.778	0.453	0.373	0.497
X ₄	0.732	0.398	0.287	0.394
Y ₁	0.467	0.797	0.351	0.402
Y ₂	0.411	0.796	0.312	0.502
Y ₃	0.470	0.819	0.402	0.466
Z ₁	0.424	0.417	0.284	0.721
Z ₂	0.500	0.482	0.443	0.730
Z ₃	0.438	0.406	0.440	0.757
Z ₄	0.415	0.353	0.437	0.722
Z ₅	0.389	0.416	0.394	0.735

Source: Primary data processed 2026

Based on Table 3, it can be seen that the correlation value of a construct with the measured construct is higher than its correlation with other constructs. For example, variable X indicator X₂ has a cross-loading value of 0.829, which is greater than other constructs (for example, variable Y with a cross-loading value of 0.509). Therefore, all indicators can be declared valid. In addition to cross-loading, discriminant validity can also be seen from the Average Variance Extracted (AVE) value. According to Duryadi (2021), a model is declared good if the AVE value is greater than 0.5. The results of the AVE value in this study can be seen in Table 4 below:

Table 4. Average Variance Extracted (AVE) Value

Variables	Average Variance Extracted (AVE)		Results
	Score	Rule of Thumb	
Work Environment (X)	0.582	0.500	Valid
Work Spirit (Z)	0.538	0.500	Valid
Affective Commitment (Y)	0.646	0.500	Valid

Source: Primary data processed 2026

Table 4 shows that all variables in this study have an Average Variance Extracted (AVE) value above 0.5. Thus, it can be concluded that each construct has met the criteria and is valid.

4.3.2 Reliability Test

Reliability testing was conducted to ensure that the research instrument produced consistent and reliable results. A variable was deemed reliable if its Cronbach's alpha and composite reliability values were greater than 0.6. Table 5 below presents the results of this research's reliability testing.

Table 5. Reliability Test

Variables	Cronbach's Alpha		Composite Reliability		Results
	Score	Rule of Thumb	Score	Rule of Thumb	
Work Environment (X)	0.759	0.60	0.874	0.60	Reliable
Work Spirit (Z)	0.786	0.60	0.853	0.60	Reliable
Affective Commitment (Y)	0.726	0.60	0.846	0.60	Reliable

Source: Primary data processed 2026

Table 5 shows that all research variables had Cronbach's alpha and composite reliability values above 0.6, thus meeting the reliability criteria. Therefore, each variable is suitable for use in hypothesis testing and reflects respondents' consistency in providing answers.

4.3 Partial Least Square (PLS) Analysis

a. Outer Model

The measured model (*outer model*) is used to explain the relationship between latent variables and their constituent indicators. This model serves to test the ability of each indicator to accurately represent the construct being measured.

b. Structural Model (Inner Model)

The structural model (*inner model*) describes the relationship between latent variables in the study, both exogenous and endogenous. In this study, the work environment (X) acts as an exogenous variable that influences the endogenous variables, namely work enthusiasm (Z) and affective commitment (Y). Work enthusiasm (Z) also acts as a mediating variable that channels the influence of the work environment on affective commitment (Y).

c. Path Diagram Construction

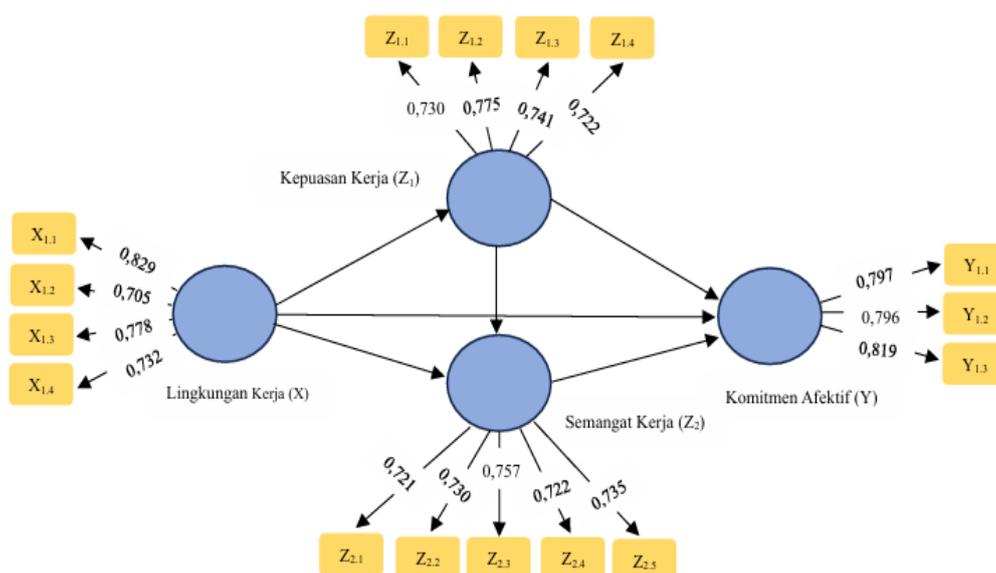


Figure 2. Path Diagram Construction

Indicators are a manifestation or reflection of the construct, so this research falls into the reflective model of research (the arrow points from the construct to the indicator). For example, indicators Emotional attachment, identification, and participation are reflections of the affective commitment variable. These three indicators form the Y variable.

d. Goodness of Fit Evaluation

Inner model testing is performed by examining the R-square (R²) value or coefficient of determination, the effect size using F-square (F²), and the Q-square (Q²) to assess predictive relevance. According to Duryadi (2021), the R² value indicates the strength of the influence between variables, where an R² of 0.67 indicates a strong influence, 0.33 indicates a moderate influence, and 0.19 reflects a relatively weak influence of the exogenous variable on the endogenous variable. The following are the results of the R-square calculation.

Table 6. R-Square Value

Variables	R-Square	Information
Work Spirit (Z)	0.438	Currently
Affective Commitment (Y)	0.407	Currently

Source: Primary data processed 2026

Table 6 shows that the R-Square values of the work spirit (Z₂) and affective commitment (Y) variables are 0.438 or 43.8% (moderate) and 0.407 or 40.7% (moderate), respectively. R-Square or the coefficient of determination shows the extent to which endogenous variables can be explained by exogenous variables in a research model. Thus, approximately 60% is described by other variables not examined in this study. The next inner model test is F-Square. Table 7 shows the results of the F-Square value calculation for this study.

Table 7. F-Square Value

Variables	F-Square		
	Affective Commitment (Y)	Job Satisfaction (Z ₁)	Work Spirit (Z ₂)
Work Environment (X)	0.234	0.329	0.108
Work Spirit (Z)			
Affective Commitment (Y)			0.098

Source: Primary data processed 2026

Based on table 7, it shows that the work environment variable (X) has a moderate influence on affective commitment (Y) with an F² value of 0.234. Meanwhile, the work environment variable (X) has a small influence on work enthusiasm (Z) of 0.108. Finally, the work enthusiasm variable (Z) has a small influence on affective commitment (Y) with an F² value of 0.098.

The next test is the Q-Square. In the Q-Square test, the values used are in the range $0 < Q^2 < 1$. The closer the Q² value is to 1, the better the model's ability to predict the data. The following is the Q-Square in this study.

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.438) (1 - 0.407)$$

$$Q^2 = 0.666$$

The Q-Square calculation results show a value of 0, or 66.6%. It can be concluded that the model has good predictive ability because it is able to explain information in the research data by 66.6%. The final test on the inner model is the goodness of fit as seen from the SRMR value. The model can be said to be good if the SRMR value obtained is less than 0.10 (SRMR < 0.10). Table 8 below shows the SRMR values in this study.

Table 8. SRMR Values

	Saturated Model	Estimated Model
SRMR	0.084	0.084

Source: Primary data processed 2026

Based on the SRMR value of 0.084, which is below the 0.10 threshold, it can be concluded that the model is in the good category. This indicates that the model has adequate predictive ability in representing field conditions, making it suitable for use in hypothesis testing.

4.5 Hypothesis Testing and Sobel Test

4.5.1 Hypothesis Testing

Hypothesis testing aims to test the significance of the influence between latent variables based on the path coefficient, t-statistic, and p-value values generated through the bootstrapping procedure.

Table 9. Path Coefficients and Hypothesis Tests

Variables	Path Coefficient	t-statistic	p-value	Results
X - Z	0.427	4,699	0,000	Significant
Z - Y	0.323	3,289	0.001	Significant

X – Y	0.313	3,407	0,000	Significant
X – Z ₂ - Y	0.138	2,274	0.011	Significant

Source: Primary data processed 2026

Based on table 9, the test results show a p-value of less than 0.050 and a t-statistic value of more than 1.96. These findings indicate that the work environment has a significant effect on work spirit, work spirit and work environment partially have a significant effect on affective commitment and work spirit acts as a mediating variable between the work environment and the affective commitment of PT ABC employees.

4.5.2 Sobel test

The Sobel test aims to test the significance of the indirect influence between independent variables on dependent variables through mediating variables. The following are the results of the Sobel test calculations in this study.

Table 10. Calculation of the Sobel Test for the Work spirit Variable

A	B	SE _A	SE _B	Sobel Test Statistic	One-Tailed Probability
0.458	0.324	0.103	0.099	2.63577980	0.00419721

Source: Primary data processed 2026

Based on Table 10, the test statistic value is 2.69706584 with a one-tailed probability of 0.00349767, which is below the 0.05 significance level. This finding indicates that the indirect path from the work environment to affective commitment through work spirit is proven significant, so that work spirit functions as a mediator in this relationship.

4.6 Discussion of Results

The results of the hypothesis testing indicate that the work environment has a positive and significant effect on the work spirit of PT ABC employees, as evidenced by a positive coefficient value and a p-value less than 0.05. This finding indicates that the better the work environment perceived by employees, the higher the work spirit that arises within them. This relationship is in line with Herzberg's Two-Factor Theory which explains that hygiene factors such as working conditions, relationships with coworkers, and facilities, play an important role in creating psychological conditions that support motivation. Thus, the better the work environment, the greater the potential for increasing the work spirit of PT ABC employees. Research by Al Hakim et al. (2022) : Jonathan & Dewi (2023) : Pamungkas et al. (2023) supports this phenomenon by revealing that the work environment can influence employee work spirit.

Work spirit has a positive and significant effect on the affective commitment of ABC PR employees, as evidenced by the p-value being less than 0.05 and the positive coefficient. This means that the higher the employee's work spirit, the stronger the affective commitment formed within them. This finding aligns with the organizational commitment theory proposed by Meyer and Allen, which explains that affective commitment arises when individuals have a strong emotional attachment, sense of belonging, and involvement with the organization. Thus, work spirit not only impacts performance but also strengthens employees' emotional dimension towards the organization where they work. The results of this study are supported by research by Salmawati & Kurniawan (2022) that work spirit can influence employee affective commitment.

The work environment has a positive and significant effect on the affective commitment of PT ABC employees, as evidenced by the results of the hypothesis test with a positive coefficient value and a p-value smaller than 0.05. These results indicate that the better the employee's perception of the work environment, the higher the level of affective commitment they have to the organization. In the theoretical perspective put forward by Meyer and Allen, affective commitment is an individual's emotional attachment to the organization which is reflected in a sense of belonging, involvement, and the desire to remain part of the organization. These results are supported by research by Winarni et al. (2023) : Putri & Rahyuda (2025) which shows that job satisfaction has a significant effect on employee affective commitment.

The results of the study indicate that the work environment has a positive and significant effect on affective commitment through the work spirit of PT ABC employees, as evidenced by a positive coefficient and a p-value of less than 0.05. This means that work spirit acts as a mediating variable that strengthens the relationship. When the work environment is perceived as comfortable, harmonious, and supportive, employees become more enthusiastic in carrying out their duties. This high work spirit then encourages the emergence of affective commitment, namely the employee's emotional attachment to the organization. Thus, a good work environment has succeeded in increasing employee work spirit, which in turn strengthens their affective commitment. PT ABC employees have basically felt that supportive work environment conditions are able to foster a sense of belonging, pride, and active involvement in the organization through the increased work spirit they experience.

The Sobel test results show a test statistic value of 2.69706584 with a one-tailed probability of 0.00349767, which is smaller than the significance level of 0.05. The results of this study indicate that the mediating variable, namely work enthusiasm, is significantly able to channel the influence of the work environment on the affective commitment of PT ABC employees. Thus, there is an indirect effect, so that the work environment not only has a direct impact on affective commitment, but also through increasing employee work enthusiasm. However, the results of the analysis also show that the work environment still has a significant influence on affective commitment even though work enthusiasm is included in the model. This condition indicates that the existence of work enthusiasm does not completely replace the direct role of the work environment. This means that the work environment is still an important factor in forming employees' emotional attachment to PT ABC.

5. Conclusion

Based on the results of the analysis and discussion in this study, the conclusions that can be drawn are 1) the work environment is proven to have a positive and significant effect on the work spirit of permanent employees of PT ABC, indicated by a p-value of 0.000 which is smaller than 0.05 and a positive path coefficient; 2) Work spirit is proven to have a positive and significant effect on the affective commitment of permanent employees of PT ABC, indicated by a p-value of 0.001 which is smaller than 0.05 and a positive path coefficient direction; 3) the work environment is proven to have a positive and significant effect on the affective commitment of permanent employees of PT ABC; 4) Work spirit can mediate the influence of the work environment on affective commitment through the work spirit of permanent employees of PT ABC, indicated by a p-value of 0.011 which is smaller than 0.05; 5) Work spirit plays a role as a partial mediator (partial mediation) in mediating the influence of the work environment on the affective commitment of permanent employees of PT ABC.

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