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## Employee Productivity as the Mechanism Linking Management Support and Work Environment to Employee Performance

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### Abstract

This study examines the relationships among management support, work environment, organizational commitment, employee productivity, and employee performance in the manufacturing sector of Batam, Indonesia. Using a quantitative research design, data were collected from 230 employees working in five manufacturing companies and analyzed through Partial Least Squares Structural Equation Modeling. The findings show that management support and work environment have significant positive effects on employee productivity, whereas organizational commitment does not exert a significant effect. Employee productivity, in turn, has a significant positive effect on employee performance. The results further reveal that management support and work environment do not directly influence employee performance but affect it indirectly through employee productivity. Organizational commitment also does not show a significant indirect effect on employee performance through productivity. These findings indicate that employee performance is shaped less by favorable organizational conditions alone than by the extent to which such conditions are translated into productive work behavior. In this sense, employee productivity emerges as the central mechanism through which organizational resources acquire performance relevance.

## Introduction

Employee performance remains one of the most durable concerns in organizational research because it sits at the intersection of managerial control, workplace conditions, and employees' own capacity to translate organizational expectations into effective action. Yet contemporary scholarship increasingly shows that performance is rarely the immediate outcome of favorable organizational conditions alone. Rather, it is shaped through intervening behavioral and psychological processes that determine how support, climate, and organizational arrangements are enacted in the course of daily work. Shen et al. (2014) argue that organizational support becomes consequential for work outcomes through employees' identification with the organization, while López-Cabarcos et al. (2022) show that employee performance is better

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explained through configurations of work environmental factors and leadership behaviors than through isolated variables considered independently. More recent work by Ariussanto et al. (2020) reaches a similar conclusion by showing that leadership and workplace climate influence employee performance through employee engagement. Taken together, these studies suggest that the relationship between organizational context and employee performance is more processual and contingent than is often assumed.

This issue becomes especially important in manufacturing organizations, where performance is tied not only to effort or motivation in a general sense, but also to precision, continuity, coordination, and the ability to sustain productive work behavior under structured operational demands. Research in manufacturing and related work settings continues to emphasize that organizations seek productivity gains without undermining employee wellbeing, which means that performance cannot be understood apart from the conditions under which work is carried out. Dongre (2024) show that manufacturing firms constantly pursue operational efficiency while also needing to account for employee wellbeing, underscoring that productivity and performance are embedded in the design of work itself. In parallel, workplace research has demonstrated that environmental conditions such as privacy, access to the outdoor environment, spatial quality, and indoor environmental quality are associated with productivity related outcomes because they shape the ease with which employees can concentrate, coordinate, and maintain effective task execution (Hamed et al., 2023). In this sense, manufacturing settings offer a particularly revealing context for examining how organizational conditions are converted into productive and high performing work behavior.

Within this broader conversation, management support has been consistently treated as a critical organizational resource, yet the literature also suggests that its effects are not always direct. Support from management can provide employees with training opportunities, developmental guidance, and signals of organizational investment, but such inputs often become meaningful only when they enhance employees' ability to perform their work more effectively. Siraj & Hågen (2023) show that performance management systems improve employee productivity by structuring expectations and improvement processes, while Paillé & Francoeur (2022) demonstrate that support contributes to task performance when it is translated into competence based empowerment. Hosen et al. (2024) likewise report that training and development are linked to work performance through intervening employee related mechanisms rather than through a simple direct pathway. These studies point toward an important theoretical implication. Management support should not be reduced to a background organizational virtue. Its real significance lies in whether it strengthens the practical conditions of work execution.

A similar argument applies to the work environment, although the concept itself is often treated too narrowly. In many organizational studies, the work environment is reduced either to physical comfort or to social climate, even though employees experience both dimensions simultaneously. López-Cabarcos et al. (2022) show that social support and leadership are among the most important conditions associated with employee job performance, which suggests that work environment should be approached as a relational as well as material context. Research on workplace quality further confirms that environmental features are not merely background conditions, but active determinants of productivity support. Hamed et al. (2023) identify visual privacy and outdoor access as key predictors of productivity, while Grassie et al. (2025) find positive relationships between indoor environmental quality, wellbeing, comfort, and multiple dimensions of work productivity. What emerges from this literature is a more demanding view of workplace context. A favorable work environment

matters not simply because it makes work more pleasant, but because it lowers friction in the labor process and allows employees to sustain more effective task behavior.

Organizational commitment, however, presents a more complicated picture. While the traditional literature frequently assumes that employees who feel attached to the organization will perform better, recent research suggests that commitment is not inherently performance producing. Its effect appears to depend on whether it activates a further behavioral mechanism. Turek et al. (2024) show that organizational commitment becomes performance relevant when employees engage in job crafting, which implies that commitment alone may remain an attitudinal condition unless it is converted into proactive work behavior. Lo et al. (2024) similarly find that organizational commitment contributes to service quality in conjunction with job involvement and organizational climate, again indicating that attachment to the organization acquires practical significance only when it is behaviorally mobilized. This line of research is important because it challenges a still common assumption in management studies, namely that loyalty, attachment, or willingness to stay can be treated as straightforward predictors of productive or high performing work. Instead, the literature increasingly points to the need to examine the intervening processes through which commitment may or may not become consequential.

Against this background, employee productivity deserves greater analytical attention than it often receives. Productivity is frequently treated as either a parallel outcome or a managerial metric, even though the literature increasingly indicates that it may function as the more immediate behavioral mechanism through which organizational inputs acquire performance relevance. Nasomboon (2014) identify engagement as a key pathway linking leadership and workplace climate to performance, while Qalati et al. (2022) show that leadership effects on performance operate through intervening work behaviors rather than through direct influence alone. Zhou et al. (2025) further demonstrate that organizational change affects job performance through a sequence involving competence, motivation, autonomy, and employee unlearning. These studies collectively reinforce a process-based view in which performance is not simply given by organizational conditions but constructed through the quality of employees' enacted work behavior. From this perspective, productivity is not merely an output indicator. It is the point at which organizational support, workplace context, and employee agency are translated into performance outcomes.

The present study addresses this issue by examining the relationships among management support, work environment, organizational commitment, employee productivity, and employee performance in the manufacturing sector in Batam. The study is motivated by two gaps in the literature. First, prior research has often examined these variables in fragmented ways, emphasizing direct associations while paying insufficient attention to the process through which organizational conditions become performance relevant. Second, although management support, workplace conditions, and commitment are frequently treated as uniformly beneficial, the literature reviewed above suggests that their effects may be conditional, indirect, or even weaker than commonly assumed when they are not translated into productive work behavior.

## Literature Review

### Management Support

Management support is assistance provided by management within an organization to achieve the company's vision and mission. The role of top management support significantly influences the effectiveness of management accounting information systems in higher education institutions (Odoyo & Ojera, 2020). With full support from management and a commitment to

team members, strategic objectives will be formulated for efficient system implementation (Oktafiandri et al., 2024). According to (Lotfi et al., 2013), employees perceive management support as a driving force for enhancing the flow of information and knowledge among coworkers, enabling them to benefit from the principles of collaboration in achieving company goals.

### **Work Environment**

The work environment is a crucial component for employees in carrying out their work activities (Saidi et al., 2019). In general, the work environment can be defined as the place where employees carry out their duties and work. The work environment has the potential to improve employee performance, both directly and indirectly, in both physical and non-physical forms. The work environment encompasses interactions between employees, relationships between superiors and subordinates, and the physical conditions of the workplace (Iis et al., 2022). The work environment encompasses all aspects a person encounters while working, including the workplace, the methods used, and their impact on individual and group performance (Saputra & Mahaputra, 2022).

### **Organizational Commitment**

Organizational commitment is an attitude in which employees are loyal to the organization and its goals and also have a desire to remain members of that organization (Veronica & Rika, 2022). Organizational commitment is based on the extent to which employees identify with, are involved in, and are loyal to the institution where they work (Fitriani et al., 2024). Employees with a high level of commitment to the company demonstrate strong belief in and acceptance of the organization's goals and values, are highly motivated to work for the company, and have a strong desire to continue being high-quality employees (Shahid & Azhar, 2013).

### **Employee Productivity**

Productivity is a crucial indicator of a company's success. Therefore, many companies strive to maximize employee productivity to remain competitive in a competitive marketplace (Suparmin et al., 2023). According to (Marpaung et al., 2023), employee productivity is the ability of each employee to produce products effectively in accordance with predetermined targets. Employee productivity can be measured by the amount of work completed by employees within a specific period, based on company-set standards (Pratama, 2022)

### **Employee Performance**

According to (Obuobisa-Darko, 2020) employee performance is the result of an individual's efforts and contributions (output) in completing their tasks according to given instructions. An employee's performance is related to the quality and quantity of results achieved, attendance at work, cooperative and helpful behavior, and punctuality in completing tasks (Rambulangi et al., 2024) The definition of employee performance according to (Husna & Husna, 2024) is the ability to meet job criteria, namely when work targets can be completed according to schedule or not exceeding the specified deadline, so that it is in accordance with the company's morals and ethics.

### **Hypothesis Development**

H1: Management Support is suspected to have a significant positive impact on Employee Productivity.

According to (Suhardoyo et al., 2022), management support has a positive and significant impact on employee productivity, as it plays a crucial role in effectively achieving

organizational goals. Research by (Al-Mamary et al., 2014) shows a positive and significant impact on work productivity, which can be explained by the provision of adequate facilities and management support in the form of a good information system, which also helps improve employee productivity. The positive impact of management support on employee productivity is significant. When employees perceive fairness in the support provided to them, it strengthens the beneficial relationship between organizational support and employee attitudes, leading to increased productivity (Chen et al., 2020).

H2: The Work Environment is suspected to have a significant and positive impact on Employee Productivity.

The work environment encompasses relationships among employees, relationships between subordinates and superiors, and the physical condition of the workspace (Iis et al., 2022). According to (Prasetyo et al., 2023), their research results using statistical analysis show that the work environment has a positive and significant influence on employee productivity. Therefore, the work environment can be utilized to increase employee productivity. Furthermore, according to (Mughtar, 2017), his testing showed that work environment factors have a positive and significant influence on performance, indicating that this hypothesis was proven correct. This finding indicates that improvements in work environment conditions will impact performance, while deterioration can decrease performance. Other research results indicate that the work environment has a significant positive impact on employee productivity. This aligns with existing theory, which indicates that the better the work environment provided by a company, the higher the employee productivity, as reflected in the positive estimated value (Handayani & Sartika, 2025).

H3: Organizational Commitment is suspected to have a significant and positive impact on Employee Productivity.

Organizational commitment reflects the level of employee loyalty to their company. Committed employees are those who have a strong desire to be key members of the organization, work enthusiastically for the organization's interests, and accept and believe in the organization's values and goals (Abdullah, 2022). There is a positive and significant relationship between organizational commitment and employee productivity at PT Gerem Jaya-Merak, as evidenced by the high correlation coefficient, indicating that the higher the organizational commitment, the greater the increase in employee productivity (Suryaman & Nindia, 2021). Partial hypothesis testing results indicate that work commitment has a positive effect on employee productivity at PT Sumber Energi Jaya, as evidenced by the calculated t-value being greater than the tabulated t-value. Other researchers also state that organizational commitment has a positive effect on employee productivity, with the parameter coefficient indicating a significant positive effect. A positive coefficient indicates that the higher the organizational commitment, the better the employee performance (Rene & Wahyuni, 2018).

H4: Employee Productivity is suspected to have a significant positive effect on Employee Performance.

Employee Productivity is a key factor determining organizational success in the modern era (Abdillah & Muhdiyanto, 2025). Productivity reflects a company's effectiveness in carrying out work or production processes, as measured by the resulting output (Windarko et al., 2023). According to (Windari & Marpaung, 2022), their research found that Employee Productivity has a positive and significant influence on Employee Performance with a fairly high total effect, indicating a strong relationship between Employee Performance and Employee Productivity. Furthermore, according to (Sulhan et al., 2022), work productivity has a significant positive impact on employee performance, as seen from the probability value indicating a significant

influence between the two. With a significant probability, employee productivity has the potential to support improved employee performance.

H5: Management Support is suspected to have a significant positive impact on Employee Performance.

Optimal management support is expected to improve internal auditor performance and contribute to overall company performance (Caroline et al., 2023). (Ismail et al., 2021) examined the effect of management support on employee performance in Nigeria. This study involved 450 lecturers and found that managerial support had a significant positive impact on employee performance. According to (Fuchs & Prouska, 2014), management support in dealing with change has a positive and significant impact on employee performance. This is because senior executives are responsible for various functional areas within the organization, making their support a strong incentive for employees to adapt. (Sanjaya et al., 2022) also revealed the results of their analysis, based on the results of a t-test, which obtained a calculated t-value, leading to the rejection of H0. This indicates that employee performance has a positive and significant impact on the management support system.

H6: The work environment is suspected to have a significant positive impact on Employee Performance.

According to (Ningrumsari, 2020), the work environment has a positive and significant influence on employee performance, indicating a statistically significant positive relationship between the work environment and employee performance. The work environment is one factor that can influence employee performance. The work environment has a significant relationship with employee performance, with the work environment showing a positive relationship with employee performance (Priscilla & Salim, 2023). Research results (Sadewo et al., 2021) indicate that work performance has a significant influence on employee performance. In other words, work environment factors such as facilities, cleanliness, work atmosphere, security, trust, and interaction directly influence employee performance. This is due to the fit between the work environment provided by the company and employee performance in carrying out tasks, which makes employees feel suited to their jobs.

H7: Organizational Commitment is suspected to have a significant and positive effect on Employee Performance.

Organizational commitment is an important aspect of an employee's dedication and ability to support company goals. According to (Astakoni et al., 2019), organizational commitment is a crucial aspect based on the principle that individuals form relationships with organizations. Good employee performance requires an optimistic attitude and commitment from employees to the company (Purwiyanto & Purwanto, 2023). According to (Anugrah, 2020), organizational commitment has a positive and significant influence on employee performance, as evidenced by the high level of organizational commitment held by employees in a company. Meanwhile, according to (Safrina et al., 2023), in their research, there is an influence between organizational commitment and employee performance. This is evidenced by the high standardized estimated coefficient value. These results support previous research that also found that organizational commitment has a positive and significant impact on employee performance.

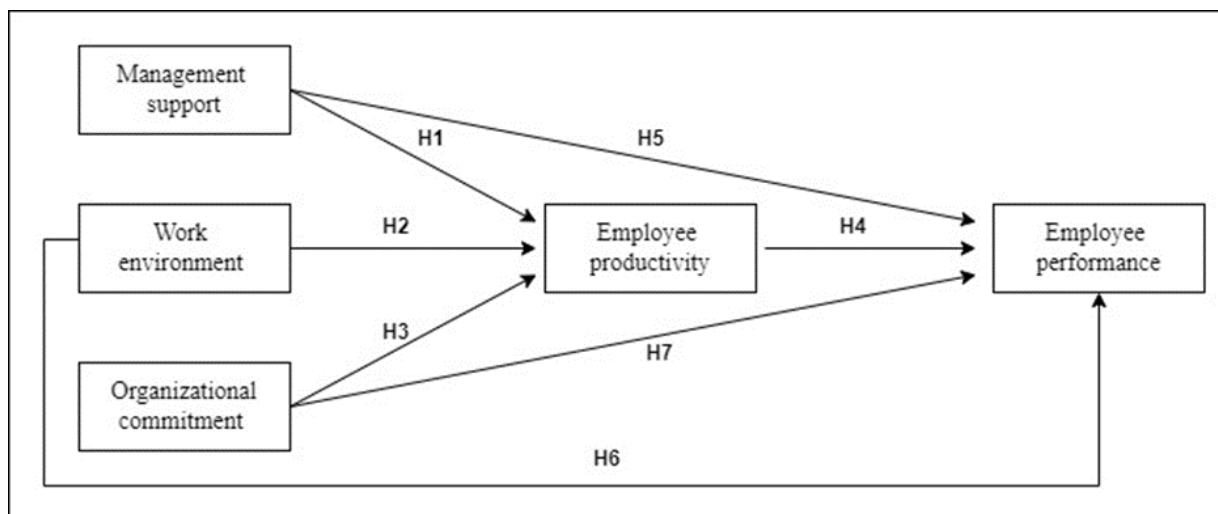
H8: There is a positive and significant influence between Management Support and Employee Performance, with Employee Productivity as the mediator.

Research (Alvianita et al., 2023) shows a significant relationship between management support and employee performance, with productivity as a mediator. This means that to improve

employee performance, management must provide appropriate support, which will increase employee productivity and contribute to better performance. Management support has a significant and beneficial impact on employee performance, particularly through the mediation of productivity levels. When management recognizes and rewards employee efforts, it results in increased productivity. Specifically, research shows that a one-unit increase in employee recognition is associated with a 5.4 percent increase in productivity (Adaeze, 2019). Research (Dlamini et al., 2022) indicates that perceived manager support is positively related to job performance, suggesting that when employees perceive support from their managers, their productivity levels increase, which in turn improves their overall performance within the organization.

H9: There is a positive and significant relationship between Work Environment and Employee Performance, with Employee Productivity as the mediator.

According to (Idris et al., 2020), a positive work environment can significantly improve employee performance by increasing employee productivity. The better the working conditions, the more productive employees are, which leads to improved overall performance. A positive work environment increases employee commitment and ability to achieve, thus improving their performance. Analysis shows that positive changes in the work environment help increase employee productivity, thus supporting better performance (Zhenjing et al., 2022). Research (Burbar, 2021) shows that a positive work environment can make employees more productive, which ultimately helps improve their performance. This is because when productivity increases, employees tend to perform better, creating a positive relationship between the three variables.



H10: There is a positive and significant effect between Organizational Commitment and Employee Performance, with Employee Productivity as a mediator.

In research (Sutarman, 2022), organizational commitment has a positive and significant impact on employee performance, with employee productivity as a mediating factor. This indicates that improvements in organizational commitment can improve overall employee productivity and performance. Stackhouse et al. (2022) revealed a significant positive effect between organizational commitment and employee performance, indicating that organizational commitment can improve employee performance. Furthermore, employee productivity acts as a mediator, meaning that increasing organizational commitment will help improve employee productivity and performance. The study identified a meaningful and positive relationship between Employee Performance and Organizational Commitment, with Employee

Productivity acting as a mediating factor. This suggests that as organizational commitment increases, employee productivity also increases, leading to improved employee performance (Sutarman et al., 2024).

## Methods

This study employed a quantitative research design to examine the relationships among management support, work environment, organizational commitment, employee productivity, and employee performance in the manufacturing sector of Batam City. The focus on manufacturing companies was based on the sector's important contribution to Batam's industrial growth and on the complexity of work interactions within this setting, which may shape employee attitudes, productivity, and performance. By concentrating on this context, the study sought to provide empirical evidence that is closely connected to organizational behavior in industrial workplaces.

The population of the study consisted of employees working in manufacturing companies located in Batam City. Data were collected from employees of five manufacturing firms, namely PT Nok, PT Epson, PT Citra Tubindo, PT Tec, and PT Asia Cocoa. The sampling technique used was non probability sampling, meaning that not all members of the population had an equal chance of being selected. This approach was used to reach respondents who met the study context and were accessible during the data collection period. Referring to Black & Babin (2019), the minimum sample size in PLS SEM can be estimated by multiplying the total number of indicators by five to ten observations. Since the questionnaire consisted of 40 indicators, the minimum recommended sample was 200 respondents. In total, this study obtained 230 valid responses, which exceeded the minimum requirement for analysis.

Data were collected through an online questionnaire distributed using Google Forms during the period from December 2024 to January 2025. The questionnaire was designed to measure the five study variables using indicator statements adapted from prior studies cited in the instrument table. Responses were measured on a five point Likert scale ranging from strongly disagree to strongly agree. The instrument covered management support, work environment, organizational commitment, employee productivity, and employee performance. In the analytical model, management support, work environment, and organizational commitment functioned as exogenous variables, employee productivity functioned as the mediating variable, and employee performance functioned as the endogenous variable.

Table 1. Operational variables and survey indicators

Variable	Indct	Statement	Source
<b>Work Environment</b>	WE1	Air circulation in the workplace is good.	(Komang et al., 2019)
	WE2	There is no disturbing noise in the workplace.	
	WE3	Communication among coworkers runs smoothly without problems.	
	WE4	The noise level in the workplace is very low, making it comfortable to work.	
	WE5	The lighting in the workplace is appropriate.	
	WE6	There is always guidance from supervisors before starting tasks.	
	WE7	Collaboration with coworkers is very good and productive.	
	WE8	Supervisors provide regular guidance related to work.	
	WE9	All rooms are equipped with air conditioning.	
<b>Employee Productivity</b>	EPR1	I complete my work on time.	(Alam et al., 2020)
	EPR2	I find creative solutions to work-related problems.	

	EPR3	I am satisfied with the amount of output I achieve.	
	EPR4	I am able to achieve the company's production targets.	
	EPR5	I carry out my work without wasting raw materials.	
	EPR6	I prefer to work with focus without engaging in unnecessary conversations.	
	EPR7	I am satisfied with the quality of my work results.	
	EPR8	I meet all technical requirements in the work process.	
<b>Employee Performance</b>	EP1	I always strive to complete tasks responsibly to achieve optimal results.	(Ananda et al., 2023)
	EP2	I strive to achieve the work targets set by the company.	
	EP3	I always stay focused on completing work even when there is no supervision.	
<b>Organizational Commitment</b>	OC1	I am happy to spend the rest of my career in this organization.	(Al-Haroon & Al-Qahtani, 2020)
	OC2	This organization means a lot to me.	
	OC3	I do not feel forced to continue working in this company.	
	OC4	Even if beneficial, I feel it is not appropriate to leave this organization now.	
	OC5	I would feel guilty if I left this organization now.	
	OC6	I will not leave this organization because I feel responsible to my colleagues.	
	OC7	I do not feel emotionally attached to this organization.	
	OC8	I do not feel like part of a family in this organization.	
	OC9	I feel that this organization's problems are my personal problems.	
	OC10	Staying in this organization is both a necessity and a desire for me.	
	OC11	If I have not contributed much, I might consider working elsewhere.	
	OC12	Many aspects of my life would be disrupted if I left this organization now.	
	OC13	One negative consequence of leaving this organization is the lack of available alternatives.	
	OC14	This organization deserves my loyalty.	
<b>Management Support</b>	MS1	I am encouraged to participate in training.	(Mohamad et al., 2020)
	MS2	Management pays attention to employees' skill needs in performing tasks.	
	MS3	I am encouraged to acquire new skills.	
	MS4	Management is open to discussing new skills that I want to learn.	
	MS5	The objectives of training programs are clearly explained by management.	
	MS6	Training programs recommended by management are interesting and useful.	

The measurement structure was designed to capture organizational conditions, employee attitudes, and work related outcomes in an integrated manner. The work environment construct covers both physical and interpersonal aspects of the workplace, while management support emphasizes developmental support through training, skills, and managerial openness. Organizational commitment is represented through indicators reflecting attachment, loyalty, and perceived obligation to remain within the organization. Meanwhile, employee productivity and employee performance are measured through task oriented indicators that reflect work execution, target accomplishment, and the quality of output. This measurement structure provides a coherent basis for examining how organizational factors are associated with

employee productivity and performance in the manufacturing context. The data were analyzed using SmartPLS 4.0. Partial Least Squares Structural Equation Modeling was selected because the study aimed to examine both direct and indirect relationships among latent variables measured through multiple indicators. The analysis was conducted in two main stages, namely evaluation of the measurement model and evaluation of the structural model.

The measurement model evaluation was carried out to assess the validity and reliability of the constructs. Convergent validity was examined through outer loading values, where indicators were considered adequate when their loading factors exceeded 0.70. Convergent validity was also assessed using the Average Variance Extracted, with values above 0.50 indicating that the construct explained more than half of the variance of its indicators. Reliability was evaluated through Cronbach's alpha and composite reliability. Values above 0.70 indicated satisfactory internal consistency among the indicators within each construct.

After the adequacy of the measurement model had been established, the structural model was evaluated to test the proposed hypotheses. This stage examined the direct effects among variables as well as the indirect effects involving employee productivity as the mediating variable. Statistical significance was assessed using the bootstrapping output in SmartPLS. Following Black & Babin (2019), a relationship was considered significant when the t statistic exceeded 1.96 and the p value was below 0.05. The interpretation of the findings was not limited to statistical significance alone but also considered the strength and direction of the relationships identified in the model.

## Results and Discussion

The demographic analysis concludes that: the majority of employees are male, at 50.4%. In terms of age, the largest group is those aged 20-30, at 44.3%. This indicates that the company relies on a workforce within the productive age range and is career oriented. Furthermore, the most common educational level is a Diploma/bachelor's degree, at 67%. This phenomenon occurs because many individuals choose to pursue higher education to increase career opportunities and job competitiveness.

Table 2. Demographic Data

Demographics	Category	Number of Respondents	Percentage (%)
<b>Gender</b>	Male	116	50.4%
	Female	114	49.6%
	<b>Total</b>	230	100
<b>Age</b>	<20 years	20	8.7%
	20–30 years	102	44.3%
	31–40 years	65	28.3%
	40–50 years	35	15.2%
	>50 years	8	3.5%
	<b>Total</b>	230	100
<b>Last Education</b>	High School	57	24.7%
	Diploma/bachelor's degree	154	67.0%
	Master's/Doctoral Degree	19	8.3%
	<b>Total</b>	230	100
<b>Company</b>	PT. Nok	31	13.5%
	PT. Epson	70	30.4%
	PT. Citra Tubindo	51	22.2%

	PT. Tec	49	21.3%
	PT. Asia Cocoa	29	12.6%
	<b>Total</b>	230	100
<b>Length of Service</b>	1 month – 1 year	41	17.8%
	1–2 years	120	52.2%
	>2 years	69	30.0%
	<b>Total</b>	230	100

Table 1 presents the demographic profile of the 230 respondents and shows that the sample is relatively balanced by gender, with 116 male respondents or 50.4 percent and 114 female respondents or 49.6 percent. This near equal distribution suggests that the dataset is not strongly skewed toward one gender group, which is useful because it indicates that the reported perceptions of management support, work environment, commitment, productivity, and performance are drawn from a workforce composition that is broadly balanced rather than dominated by a single gender category. In practical terms, this strengthens the descriptive credibility of the sample as a representation of employees in the selected companies.

In terms of age, the largest proportion of respondents falls within the 20 to 30 year category, accounting for 44.3 percent, followed by the 31 to 40 year group at 28.3 percent. This pattern indicates that the sample is concentrated in the early and middle stages of working life. Such a composition is important because employees in these age ranges are often in active career development phases and may be especially responsive to managerial support, workplace conditions, and opportunities for performance improvement. At the same time, the presence of respondents across other age categories shows that the sample still captures some variation in work experience and life stage, even though younger employees remain the dominant group.

Most respondents hold a diploma or bachelor degree, representing 67.0 percent of the sample. This suggests that the workforce involved in this study is largely composed of employees with formal post secondary educational preparation. This profile is relevant because it implies that respondents are likely capable of understanding structured organizational processes, performance expectations, and survey items related to workplace dynamics. The proportion of respondents with only high school education or with postgraduate qualifications is smaller, which indicates that the sample is centered on the educational level most commonly associated with technical and administrative roles in manufacturing settings.

The company distribution also shows that the respondents are spread across the five selected firms rather than concentrated overwhelmingly in only one organization. PT Epson contributes the largest share at 30.4 percent, followed by PT Citra Tubindo at 22.2 percent and PT Tec at 21.3 percent. PT Nok and PT Asia Cocoa contribute smaller but still meaningful proportions. This distribution matters because it reduces the risk that the findings merely reflect the internal conditions of a single company. Even though the sample is not equally distributed across all firms, the inclusion of multiple manufacturing organizations increases the contextual breadth of the study.

The data on length of service show that more than half of the respondents have worked between one and two years, while 30.0 percent have worked for more than two years. Only 17.8 percent fall into the shortest tenure category. This suggests that most respondents have accumulated enough time within their organizations to form relatively stable perceptions of management practices, work conditions, and organizational expectations. For interpretation purposes, this strengthens the plausibility of the responses because the majority of participants are not brand new employees with only minimal exposure to the workplace environment being assessed.

### Validity Test Results

Based on the outer loading and AVE values presented, all indicators for the work environment, employee productivity, employee performance, organizational commitment, and management support variables have factor loadings above 0.7 and Average Variance Extracted (AVE) values above 0.5, thus confirming their validity (Ningsih et al., 2023).

Table 3. Loadings and AVE (Average Variance Extracted)

Variable	Indicator	Loading Factor	AVE	Information
Work Environment	WE1	0.883	0.780	Valid
	WE2	0.878		Valid
	WE3	0.865		Valid
	WE4	0.886		Valid
	WE5	0.874		Valid
	WE6	0.886		Valid
	WE7	0.912		Valid
	WE8	0.884		Valid
	WE9	0.882		Valid
Employee Productivity	EPR1	0.909	0.807	Valid
	EPR2	0.897		Valid
	EPR3	0.887		Valid
	EPR4	0.890		Valid
	EPR5	0.904		Valid
	EPR6	0.887		Valid
	EPR7	0.897		Valid
	EPR8	0.913		Valid
Employee Performance	EP1	0.920	0.836	Valid
	EP2	0.891		Valid
	EP3	0.932		Valid
Organizational Commitment	OC1	0.885	0.781	Valid
	OC2	0.871		Valid
	OC3	0.879		Valid
	OC4	0.906		Valid
	OC5	0.882		Valid
	OC6	0.882		Valid
	OC7	0.884		Valid
	OC8	0.850		Valid
	OC9	0.861		Valid
	OC10	0.891		Valid
	OC11	0.894		Valid
	OC12	0.883		Valid
	OC13	0.904		Valid
	OC14	0.900		Valid
Management Support	MS1	0.911	0.819	Valid
	MS2	0.887		Valid
	MS3	0.917		Valid
	MS4	0.896		Valid
	MS5	0.896		Valid
	MS6	0.921		Valid

### Reliability Test Results

Based on the reliability test results for the variables work environment, employee productivity, employee performance, organizational commitment, and management support, the Cronbach's and composite reliability values obtained were above 0.9, indicating a high level of reliability and consistency (Ningsih et al., 2021).

Table 4. Cronbach's and Composite Reliability

Variable	Cronbach's	Composite reliability	Information
Work environment	0.965	0.970	Reliable
Employee productivity	0.966	0.971	Reliable
Employee performance	0.902	0.939	Reliable
Organizational commitment	0.978	0.980	Reliable
Management support	0.956	0.965	Reliable

### Hypothesis Testing

The direct effects reported in Table 5 suggest that employee performance is not produced by organizational conditions in a simple and immediate way. Instead, the pattern points to a more selective structure in which management support and the work environment matter primarily at the level of employee productivity, while productivity itself becomes the most immediate predictor of performance. This shifts the interpretation away from a direct input to output logic and toward a process view in which organizational conditions gain relevance only when they shape how work is actually carried out (López-Cabarcos et al., 2022; Qalati et al., 2022).

The significant effect of management support on employee productivity indicates that managerial influence in this study operates mainly as a developmental resource. Because management support is reflected in training encouragement, attention to skill needs, and openness to employee development, its strongest effect is on employees' capacity to perform work efficiently rather than on performance outcomes directly. This interpretation is consistent with Hosen et al. (2024), who show that development-oriented organizational practices become performance-relevant through intervening mechanisms, and with Paillé & Francoeur (2022), who argue that support contributes to task outcomes when it strengthens employees' work capability. A similar logic applies to the significant effect of the work environment on productivity. Since the work environment here includes both physical and relational dimensions, its influence appears to lie in reducing disruption and enabling smoother task execution. In this sense, the present finding aligns with evidence that workplace conditions shape productivity through their effects on concentration, coordination, and activity support (Grassie et al., 2025; Hamed et al., 2023).

By contrast, the non-significant effect of organizational commitment on employee productivity indicates that psychological attachment to the organization does not automatically generate stronger work output. This finding is theoretically important because it challenges the common assumption that committed employees are necessarily more productive. A more plausible reading is that commitment becomes consequential only when it is translated into proactive work behavior. This is in line with Turek et al. (2024), who show that commitment becomes performance-relevant when coupled with job crafting, and with Kim et al. (2023), who demonstrate that affective commitment matters when it stimulates taking-charge behavior. The result therefore suggests that, in the present context, commitment remains an attitudinal condition rather than an active driver of productive behavior.

The strongest direct relationship in Table 5 is the effect of employee productivity on employee performance, which clarifies that performance in this study is fundamentally behaviorally grounded. Employees perform well not simply because they work in supportive settings, but

because those settings have first been translated into timely, efficient, and technically appropriate work execution. This is why the direct effects of management support and the work environment on performance are not significant, even though both significantly predict productivity. Their influence appears too distal to shape performance directly and instead operates through the way employees carry out their work, which is consistent with research emphasizing the mediating role of engagement and enacted work behavior in the production of performance outcomes (Qalati et al., 2022; Siraj & Hågen, 2023). The same reasoning helps explain why organizational commitment also fails to predict performance directly. In this setting, performance appears to depend less on organizational attachment itself and more on whether that attachment is converted into productive action, a point also reflected in Lo et al. (2024).

Table 5. Results of the Direct Effect Test

	<b>Hypothesis</b>	<b>T-statistics</b>	<b>P-value</b>	<b>Result</b>
H1	<i>Management Support-&gt; Employee Productivity</i>	2.586	0.010	H1: Significantly influential
H2	<i>Work Environment-&gt; Employee Productivity</i>	4.052	0.000	H2: Significantly influential
H3	<i>Organizational Commitment-&gt;Employee Productivity</i>	0.757	0.449	H3: No significant influence
H4	<i>Employee Productivity -&gt; Employee Performance</i>	5.530	0.000	H4: Significantly influential
H5	<i>Management Support-&gt;Employee Performance</i>	1.669	0.095	H5: No significant influence
H6	<i>Work Environment-&gt;Employee Performance</i>	1.061	0.289	H6: No significant influence
SH7	<i>Organizational Commitment-&gt;Employee Performance</i>	1.346	0.729	H7: No significant influence

The indirect effects reported in Table 6 show that employee productivity functions as the key mechanism through which organizational conditions become performance relevant. This suggests that management support and the work environment do not improve performance in an immediate way. Their influence first appears at the level of work execution, where employees translate organizational conditions into productive behavior. This interpretation is consistent with prior research showing that organizational influences often operate through intervening behavioral and psychological processes rather than through direct effects alone, as seen in Shen et al. (2014), Qalati et al. (2022), and Zhou et al. (2025).

The significant indirect effect of management support on employee performance through employee productivity indicates that management support matters because it strengthens employees' capacity to work effectively. In this study, management support is tied to training encouragement, skill development, and managerial openness, all of which are more closely related to productive work behavior than to performance outcomes directly. This helps explain why its effect becomes visible only through productivity. A similar interpretation can be found in Hosen et al. (2024), who show that development related practices contribute to performance through intervening mechanisms, and in Paillé & Francoeur (2022), who argue that support becomes consequential when it enhances employees' capability to perform required tasks. The present finding therefore suggests that management support is not performance producing by itself but becomes meaningful when it improves how employees carry out their work.

The same logic applies to the significant indirect effect of the work environment on employee performance through employee productivity. The work environment in this study includes both physical and relational dimensions, which means its value lies not simply in providing comfort, but in creating conditions that enable smoother, more focused, and more coordinated work execution. This interpretation is supported by López-Cabarcos et al. (2022), who show that employee performance is shaped by broader workplace configurations, who demonstrate that workplace climate affects performance through engagement. Evidence from the workplace environment literature also supports this view. Hamed et al. (2023) and Grassie et al. (2025), all show that environmental quality affects productivity by improving the conditions under which employees perform their tasks. The present result therefore indicates that the work environment becomes performance relevant only when it is translated into more effective productive behavior.

Table 6. Indirect Effect Test Results

	<b>Hypothesis</b>	<b>T-statistics</b>	<b>P-value</b>	<b>Result</b>
H8	<i>Management Support -&gt; Employee Productivity -&gt; Employee Performance</i>	2.350	0.019	H8: Significantly influential
H9	<i>Work Environment -&gt; Employee Productivity -&gt; Employee Performance</i>	3.204	0.001	H9: Significantly influential
H10	<i>Organizational Commitment -&gt; Employee Productivity -&gt; Employee Performance</i>	0.804	0.422	H10: No significant influence

By contrast, the non-significant indirect effect of organizational commitment on employee performance through employee productivity suggests that commitment does not operate here as an effective behavioral driver. This does not mean that commitment is unimportant, but it does indicate that attachment to the organization is insufficient unless it activates more concrete forms of work behavior. This reading is consistent with Turek et al. (2024), who show that commitment becomes performance relevant when paired with job crafting and with Kim et al. (2023), who find that affective commitment matters when it stimulates taking charge behavior. Similarly, Maden & Alten (2023) and Lo et al. (2024) suggest that commitment gains practical significance when combined with empowerment, job involvement, or supportive climate. In the present study, that behavioral activation appears limited, which helps explain why organizational commitment fails to influence performance through productivity.

## Conclusion

This study demonstrates that employee performance in the manufacturing context is shaped through a more selective and process-based mechanism than is often assumed. Management support and the work environment were found to have significant positive effects on employee productivity, while employee productivity in turn exerted a significant positive effect on employee performance. By contrast, organizational commitment did not show a significant effect on either employee productivity or employee performance. The direct effects of management support and work environment on employee performance were also not significant, indicating that favorable organizational conditions do not automatically translate into stronger performance outcomes. Instead, their influence becomes meaningful when they are converted into productive work behavior. Employee productivity should be understood as the key mechanism through which organizational resources acquire performance relevance. In this study, management support and the work environment mattered not because they directly

improved performance, but because they strengthened the conditions for effective work execution. At the same time, the non-significant role of organizational commitment indicates that psychological attachment to the organization is not, by itself, sufficient to generate stronger work outcomes in this setting. Overall, the study highlights that employee performance is better understood as an outcome constructed through enacted productivity rather than as a direct response to supportive organizational conditions. For practice, this implies that organizations should move beyond providing support and favorable work conditions in a general sense and instead ensure that these are translated into concrete improvements in how employees perform their daily tasks.

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