


EMPLOYEE COMMITMENT MODEL: ANALYSIS OF THE WORK ENVIRONMENT AND DIGITAL LITERACY ON ORGANIZATIONAL PERFORMANCE TO INTRODUCE THE POTENTIAL OF WEST SUMATERA TOURISM OBJECTS (CASE STUDY ON WEST SUMATERA TOURISM EMPLOYEES)

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 07 April 2023</p> <p>Accepted 06 July 2023</p>	<p>Purpose: The aim of this study is to test and empirically prove the direct influence of the Work Environment and Digital Literacy on Employee Commitment.</p>
<p>Keywords:</p> <p>Work Environment; Digital Literacy; Employee Commitment; Organizational Performance.</p>	<p>Theoretical framework: The government and society need to work together to advance tourist destinations with superior tourism products. At the very least, it is necessary to pay attention to three factors: the attractiveness of the destination, the equipment of the destination, and the convenience of the destination. Organizations must pay attention to organizational performance and make employees loyal to the organization. (Wijaya, 2015).</p> <p>Design/methodology/approach: The population consists of the State Civil Apparatus (ASN) of the West Sumatera Tourism Office. This research is a population census study with a total sample of 248 people. Partial Least Square (PLS) analysis method with SmartPLS Application.</p>
	<p>Findings: The results showed that the accepted hypothesis that the work environment and digital literacy had a direct impact on employee commitment and the influence of the work environment construct and digital literacy on organizational performance the hypothesis was accepted.</p> <p>Research, Practical & Social implications: The implicative suggestion from this study is that Leaders are considered necessary to provide a training or competency development owned by each employee. This can be done by bringing in or providing special training where each employee must be able to improve the competencies they have.</p> <p>Originality/value: The value of the study the complexity of tourism issues and the growing growth of new tourist destinations in West Sumatera poses a challenge to the official apparatus to be able to answer all of these situations so that they can answer people's expectations for West Sumatera tourism. In this research, several factors can influence organizational performance through employee commitment: work environment and digital literacy.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i7.1676</p>

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MODELO DE COMPROMETIMENTO DO FUNCIONÁRIO: ANÁLISE DO AMBIENTE DE TRABALHO E DA ALFABETIZAÇÃO DIGITAL SOBRE O DESEMPENHO ORGANIZACIONAL PARA APRESENTAR O POTENCIAL DOS OBJETOS DO TURISMO DE WEST SUMATERA (ESTUDO DE CASO SOBRE FUNCIONÁRIOS DO TURISMO DE WEST SUMATERA)

RESUMO

Objetivo: o objetivo deste estudo é testar e comprovar empiricamente a influência direta do ambiente de trabalho e da alfabetização digital no comprometimento do funcionário.

Estrutura teórica: O governo e a sociedade precisam trabalhar juntos para promover destinos turísticos com produtos turísticos de qualidade superior. No mínimo, é necessário prestar atenção a três fatores: a atratividade do destino, o equipamento do destino e a conveniência do destino. As organizações devem prestar atenção ao desempenho organizacional e tornar os funcionários leais à organização. (Wijaya, 2015).

Projeto/metodologia/abordagem: A população consiste no Aparento Civil do Estado (ASN) do Escritório de Turismo de West Sumatera. Esta pesquisa é um estudo de censo populacional com uma amostra total de 248 pessoas. Método de análise Partial Least Square (PLS) com o aplicativo SmartPLS.

Conclusões: Os resultados mostraram que a hipótese aceita de que o ambiente de trabalho e a alfabetização digital tiveram um impacto direto sobre o comprometimento do funcionário e a influência da construção do ambiente de trabalho e da alfabetização digital sobre o desempenho organizacional foi aceita.

Implicações sociais, práticas e de pesquisa: A sugestão implícita deste estudo é que os líderes são considerados necessários para fornecer um treinamento ou desenvolvimento de competência de propriedade de cada funcionário. Isso pode ser feito trazendo ou fornecendo treinamento especial em que cada funcionário possa aprimorar as competências que possui.

Originalidade/valor: O valor do estudo: a complexidade das questões de turismo e o crescimento cada vez maior de novos destinos turísticos em West Sumatera representam um desafio para o aparato oficial, que deve ser capaz de responder a todas essas situações para que possa atender às expectativas das pessoas em relação ao turismo em West Sumatera. Nesta pesquisa, vários fatores podem influenciar o desempenho organizacional por meio do comprometimento dos funcionários: ambiente de trabalho e alfabetização digital.

Palavras-chave: Ambiente de Trabalho, Alfabetização Digital, Comprometimento do Funcionário, Desempenho Organizacional.

MODELO DE COMPROMISO DE LOS EMPLEADOS: ANÁLISIS DEL ENTORNO DE TRABAJO Y LA ALFABETIZACIÓN DIGITAL EN EL RENDIMIENTO ORGANIZATIVO PARA PRESENTAR EL POTENCIAL DE LOS OBJETOS DE TURISMO DE SUMATERA OCCIDENTAL (ESTUDIO DE CASO SOBRE LOS EMPLEADOS DE TURISMO DE SUMATERA OCCIDENTAL)

RESUMEN

Propósito: El propósito de este estudio es probar y demostrar empíricamente la influencia directa del entorno de trabajo y la alfabetización digital en el compromiso de los empleados.

Marco teórico: Gobierno y sociedad deben colaborar para promover destinos turísticos con productos turísticos superiores. Como mínimo, hay que prestar atención a tres factores: el atractivo del destino, el equipamiento del destino y la comodidad del destino. Las organizaciones deben prestar atención al rendimiento organizativo y fidelizar a los empleados (Wijaya, 2015).

Diseño/metodología/enfoque: La población está formada por el aparato civil estatal (SSA) de la Oficina de Turismo de Sumatra Occidental. Esta investigación es un estudio de censo de población con una muestra total de 248 personas. Método de análisis de mínimos cuadrados parciales (PLS) con la aplicación SmartPLS.

Conclusiones: los resultados mostraron que se aceptaba la hipótesis de que el entorno laboral y la alfabetización digital tenían un impacto directo en el compromiso de los empleados y se aceptaba la influencia del constructo de entorno laboral y alfabetización digital en el rendimiento organizativo.

Implicaciones sociales, prácticas y de investigación: La sugerencia implícita de este estudio es que los líderes se consideran necesarios para proporcionar una formación o desarrollo de competencias propiedad de cada empleado. Esto puede hacerse aportando o proporcionando una formación especial en la que cada empleado pueda mejorar las competencias que posee.

Originalidad/valor: El valor del estudio: la complejidad de las cuestiones turísticas y el crecimiento cada vez mayor de nuevos destinos turísticos en Sumatra Occidental plantean un reto al aparato oficial, que debe ser capaz de responder a todas estas situaciones para poder satisfacer las expectativas de la población en materia de turismo en Sumatra Occidental. En esta investigación, varios factores pueden influir en el rendimiento organizativo a través del compromiso de los empleados: el entorno laboral y la alfabetización digital.

Palabras clave: Entorno Laboral, Alfabetización Digital, Compromiso de los Empleados, Rendimiento Organizativo.

INTRODUCTION

Human Resources (HR) is one of the key factors through which an organization or company achieves its goals and objectives through the efforts of a group of people, and human resources is one of the determining factors. The success or failure of the company in achieving its goals. Human resources are the main asset for the implementation of all activities.

The industry has very good prospects in driving the economy which can be relied upon to increase the country's foreign exchange earnings, expand and equalize business opportunities and create new jobs for the community, especially in the tourism sector. The development of tourism in Indonesia cannot be separated from development in the regions. One of them is West Sumatera, which has a wealth of culture and history that can be used as a tourist attraction. One of the areas that is currently being intensively developed, seeing the wealth of potential possessed by West Sumatera, opens up tourism service business opportunities for tourism people in West Sumatera Province.

The development of tourism in Indonesia cannot be separated from development in the regions (Afrizal, 2018) . One of them is West Sumatera which has a wealth of culture and history that can be used as a tourist attraction (Ningrum & Kuswardani, 2017). One area that is currently being intensively developed, seeing the wealth of potential possessed by West Sumatera, opens tourism service business opportunities for tourism people in West Sumatera Province (Antonio & Sutanto, 2014). The government and the community need to work together to advance tourist destinations with superior tourism products (Basuki, 2019).

Organizational performance is the most important dependent variable for academics interested in management disciplines (Kiran, Shanmugam, Raju, & Kanagasabapathy, 2022). For an organization, organizational performance is an indicator of the level of achievement that can be achieved, reflects the success of the organization, and is the result of the actions of its members (McCloskey, 1999). This situation is very suitable for achieving organizational goals, because it receives full support from its members so that the organization can fully focus on high priority goals. High commitment from employees brings employees to work as loyally as possible for the benefit of the

organization (Gnevanov & Sharlaimova, 2019) . Organizations must pay attention to organizational performance and make employees loyal to the organization (Wijaya, 2015)

In every organization, (Laub, 1999) leaders need cooperation between employees and their managers to pay attention to the work environment of their employees and to support their performance. A comfortable work environment minimizes fatigue, monotony, boredom and maximizes performance bias (Hanafi & Yohana, 2017).

The use of the internet is also one of the digital media that is often used by the community to meet their needs (Costantino, 2019) . People use the internet freely for their daily needs, whether it is the need to facilitate work or the needs of the body and soul of the community (Al Shabibi & Kesavan, 2021) . However, (Beier et al., 2022) the use of digital technology must be accompanied by wisdom in its use or literacy. Literacy is a prerequisite for everyone to fully participate in the various systems that regulate the personal and collective life of a human being (Yuliani, 2017) .

Tourism is expected to be the main support for regional economic growth, making it a development priority and one of the main performance indicators for local governments (Sood & Seferis, 2014) .The low commitment of the Tourism Office employees will cause the loss of opportunities to introduce the potential of West Sumatera tourism objects (Perić, Gašić, & Ivanović, 2015) . Consequently, because the benefits of high employee commitment and the disadvantages of low employee commitment are very real on organizational performance (Fitz-Gerald, 2004) .

The central government has ordered the closure of tourist destinations throughout Indonesia, and the implementation of PSBB (Large-Scale Social Restrictions) has brought many activities to a standstill, including tourism in West Sumatera. The PSBB will be carried out in three stages from April 22, 2020 to June 7, 2020, in line with the increase in the number of COVID-19 cases since the first case was discovered in West Sumatera (March 26, 2020). The impact of the chain is expected to occur in the tourism support sector due to restrictions on activities, travel and *physical distancing*.

With the pandemic still ongoing and the uncertainty of the end of the pandemic, the accumulation of foreign tourist visits until the March period is the number of visits in 2020, with the number of foreign tourists visiting in 2020 significantly reduced compared to 2019. -82% and being the worst condition in ten years. Last year. It is noted that the number of foreign tourists visiting the country before the pandemic did not decrease from year to year for the last five years.

Organizational performance is an indicator of the level of achievement that can be achieved, reflects the success of the organization, and is the result of the actions of its members. Performance can also be described as the result (output) of a certain process carried out by all organizational components for a particular source (input) used. In addition, performance is the result of a series of process activities carried out to achieve certain organizational goals.

LITERATURE REVIEW

Organizational Performance

Performance is generally said to be a person's measure of the results of his work (Brien, 2016) . Information about performance is something that is used to evaluate the performance process carried out by the company so far it has been in line with the expected goals or not Organizational performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company (Muñoz, Mejia, Calvo-Manzano, Cuevas, & Feliu, 2013) . Work performance in question is the quantity and quality achieved by employees based on their respective responsibilities, authorities in order to achieve organizational goals (Wetter, Fuhrmann, Lipphardt, & Hofer, 2011). Organizational performance also involves the iterative activities of setting organizational goals, monitoring progress toward goals, and making adjustments to achieve these goals more effectively (Sunarta & Astuti, 2023).

Divides the objectives of performance measurement into 4 parts which include: Helping to improve performance so that activities are focused on work unit program goals and objectives, allocating resources and making decisions, realizing public accountability and improving institutional communication as well as the Main Elements of Organizational Performance Measurement Public (Santoso, 2018).

Stated that there are four factors that affect performance, namely: 1. Factors of skills, knowledge and expertise of employees, if the cause of disruption of employee performance is due to a lack of skills, knowledge and expertise possessed by employees in carrying out their work, then training and development is needed by increasing the quality of training. 2. Available resource factors, namely factors that, if the available resources are limited to employees, can have an impact on employee performance. These resources can be in the form of office equipment, office space, support staff and so on. 3. Factors of work experience in terms of establishing cooperation and acceptance of

assigned task delegations. 4. Factors of employee motivation, which is a factor of work motivation, interest in discipline, and the ability of employees (Ridwan & Mus'id, 2019).

Employee Commitment

Organizational commitment is a very popular term used by researchers today. It considers the level at which employees are aware of the organization and want to be part of the organization. This commitment refers to the level at which employees are willing to work in the organization. Moreover, the worker's confidence in the company's goals and mission is also taken into account (Mohammed & Rashid, 2023).

According to (Cabrera & Estacio, 2022) Employee Commitment is a psychological state of an employee which can be seen from the employee's sense of loyalty and being able to focus on the goals set by the organization. The greater the commitment felt by employees, the higher the expectations of employees that if they work to meet organizational goals, they will be rewarded fairly.

Every organization requires the presence of employees because they are one of the capital that is very instrumental in carrying out daily activities (McCloskey, 1999). Individual commitment in the organization is very necessary for the continuity of the existence of the organization concerned (Pérez et al., 2017) .

Stated that there are a number of factors that influence Employee Commitment, namely: Personal Character Namely age, length of work, level of education, gender, race and several other personality factors. In general, age and length of work have a positive relationship with organizational commitment. While educational level has a negative relationship with organizational commitment, even though this relationship is not very constant. Women tend to have higher organizational commitment than men. Several other personality characteristics such as achievement motivation and feelings of competence were found to be related to organizational commitment (Ma'rufi & Anam, 2019).

Job Characteristics and Roles Namely job opportunities, role conflict and role ambiguity. The greater the opportunity obtained at work the more experience gained which in turn increases individual commitment to the organization. Meanwhile, role conflict has a negative relationship with commitment to the organization as well as role ambiguity. Characteristics of Organizational Structure Namely the size of the organization, unity, extent of control and centralization of authority. Work Experience Namely dependence on the organization, personal interest in the company, positive

attitude towards the company and individual social relations in the company. The greater all these factors, the higher the individual's commitment to the organization. Organizational Support This is defined as the extent to which employees perceive that the organization (institutions, superiors and co-workers) encourages, respects, values employee contributions and gives appreciation to individuals in their work.

Work Environment

According to (Wei, et.al 2018) defines the work environment as the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups.

According to (Waples & Brock Baskin, 2021) states that the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned, such as cleaning, music, lighting, and others.

States that if the company can reduce the level and severity of work accidents, illnesses, and things related to stress, and be able to improve the quality of life of its workers, the company will be more effective (Park, 2020) .

According to (Purnama, 2020) defining the work environment is all the tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group. States that the work environment is everything that is around the workers and which can affect them in carrying out the tasks assigned, for example cleanliness, music, lighting, and others (Harianto, Firmansyah, & Maretasari, 2018).

The work environment can directly or indirectly affect a person's performance in carrying out their duties. According to (Harianto et al., 2018) states that in general, the type of work environment is divided into two, namely: Physical Work Environment The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. Non-Physical Work Environment The non-physical work environment is all conditions that occur related to work relations, both with superiors and co-workers or relations with subordinates.

Digital Literacy

The idea of digital literacy was popularized by (Dedik Wahyudi, 2020) stating that "*Digital literacy is the ability to understand and use information in multiple formats from*

a wide variety of sources when it is presented via computers ". According to Gilster, digital literacy is the ability to understand and use information in various formats from various digital sources that are displayed on a computer.

A new understanding of digital literacy which was developed based on the concepts of computer literacy and information literacy. In his new concept, Bawden built a conceptualization of digital literacy which consists of four main components, namely basic digital literacy skills (*underpinning*), background information knowledge (*background knowledge*), digital literacy main competencies (central competencies), and attitudes and information perspectives (*attitudes and perspectives*) (Nurjanah et al, 2017)

Companies usually resort to measuring the impact of their efforts in the digital transformation process, and to ensure that the transformation process is beneficial and successful. Also, companies, when they strategically shift to digitalization, usually adopt the incremental approach along with incremental development of their digital services and processes (Alasiri & AlKubaisy, 2022).

According to (Liansari & Nuroh, 2018) in an infographic entitled *Top 10 Benefits of Digital Literacy: Why You Should Care About Technology* , that there are 10 important benefits of digital literacy, namely saving time, learning faster, saving money, making it safer, always being up-to-date, staying connected, making better decisions, can make you work, make you happier, and can influence the world.

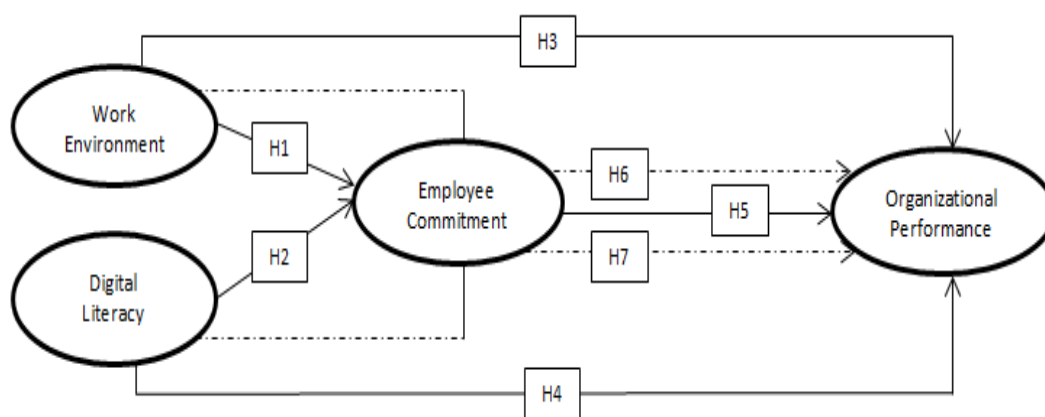
According to UNESCO (Nasrullah et al., 2017) the concept of digital literacy overshadows and becomes an important foundation for the ability to understand technology, information and communication devices.

For example, in ICT Literacy which refers to technical capabilities that enable the active involvement of components of society in line with digital-based cultural and public service developments. The concept of digital literacy, in line with the terminology developed by UNESCO in 2011, refers to and cannot be separated. from literacy activities, such as reading and writing, as well as mathematics related to education. Therefore, digital literacy is a skill (life skill) that does not only involve the ability to use technology, information, and communication devices, but also social skills, learning abilities, and having attitudes, critical, creative, and inspiring thinking as digital competencies.

The Digital Literacy Step cited via <http://literalsidigital.id> must be fundamentally changed to educate millennial society. It is also necessary to make a literacy acceleration policy with several stages, namely: Literacy is not limited to reading from reading

materials in the form of books, but must go further, namely in the form of digital materials. Literacy is not only a reading and writing activity, but also the ability to make assumptions using knowledge materials in the form of printed books, digital and auditory materials. Understanding of this literacy pattern needs to be given to the community. Providing internet searches throughout the region. Even though today is the era of "cyberspace", there are not a few areas in this archipelago that cannot browse through computer devices and the internet. By preparing to search for computer and internet devices, literacy will be easier. Implementation of literacy plans in all educational institutions summed up the literacy movement comprehensively Namely basic literacy, library literacy, media literacy, technology literacy and visual literacy (Kemendikbud, 2019). So far, those who can search for literacy knowledge are limited to students, university students, librarians, teachers, lecturers and others. So the literacy activities launched by the Ministry of Education and Culture should be motivated. Starting from literacy activities in the family environment, school environment and national-scale literacy activities. Generating love and a sense of ownership of facts, truth and science. This must be carried out in reading and writing activities that are aligned with verification, both reading digital or manual materials. The community is obliged to renew its pattern of life starting from the habit of speaking to the habit of reading. Many people do not have a reading culture because they are busy looking for treasure, don't like reading, and haven't found material to read. In fact, they don't even know what quality reading material is like.

Figure 1. Research Framework



Source: Prepared by the authors (2022)

From this research framework, 7 hypotheses can be formulated, namely the work environment has a significant effect on employee commitment, digital literacy has a

significant effect on employee commitment, the work environment has a significant effect on organizational performance, digital literacy has a significant effect on organizational performance, employee commitment has a significant effect on organizational performance, and commitment Employees are proven to mediate the influence of the Work Environment on Organizational Performance and Employee Commitment is proven to mediate the influence of Digital Literacy on Organizational Performance.

METHODOLOGY

The method used in this research is descriptive research method with a causal approach. This research is intended to build a real picture of a phenomenon that is in the context of the research. With this descriptive research, various information will be collected in order to test hypotheses or answer questions related to research problems. Causal approach is a study to determine the effect of one or more independent variables (*independent*) on the dependent variable (*dependent*). The population consists of the State Civil Apparatus (ASN) of the West Sumatera Tourism Office. This research is a population census study with a total sample of 248 people.

Sources and methods of determining the data used in this study are: Primary data, namely data obtained directly from data sources that have a direct relationship with the research problem. In this study, the primary data source was obtained directly in the field from the respondents' answers regarding the statement list (questionnaire) in accordance with the research title. Respondents in this study were employees of the West Sumatera Regency/City Tourism Office. Secondary data, namely data or information collected from various existing sources related to the problems in this research. Secondary data sources to support this research were obtained from West Sumatera District/City Tourism Office staff. *Partial Least Square (PLS)* analysis method with SmartPLS Application.

RESULTS & DISCUSSION

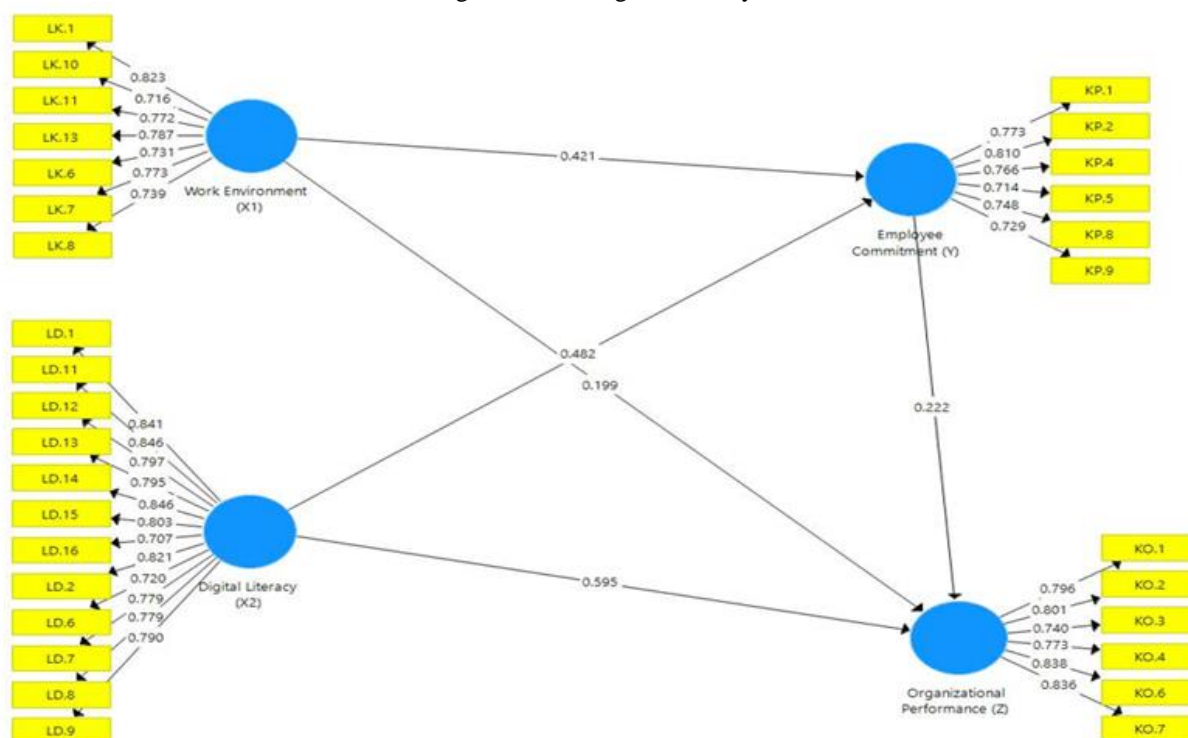
Results

The data processing technique in this study using the SEM method based on *Partial Least Square (PLS)* requires 2 stages for the assessment of a research model, namely the *outer model* and *the inner model*. (Ghozali, 2017) . The assessment of the *outer model* aims to assess the correlation between *the score of an item* or indicator and its construct score which indicates the level of validity of a statement item . The *outer*

model test was carried out based on the results of the questionnaire trials that had been carried out for all research variables. There are three criteria in the use of data analysis techniques to assess *the outer model*, namely *Convergent Validity*, *Discriminant Validity* and *Composite Reliability*. An item or statement item is considered valid if it has a correlation value or *convergent validity value* in above 0.7, but according to (Ghozali, 2017) in the development stage correlation 0.50 to 0.6 considered still adequate or still acceptable.

In research, the limit of *convergent validity* is above 0.7 and can be seen in the image below:

Figure 2. Convergent Validity



Source: Prepared by the authors (2022)

Cronbach's alpha and composite reliability scores were used to assess the dependability of the instrument in this investigation. When estimating composite reliability, Cronbach Alpha tends to underestimate the reliability of variables with lower Composite Reliability. If Cronbach's Alpha is more than 0.70, the measurement is considered reliable. The variable is declared reliable if the Composite Reliability value is above 0.70, it can be seen in table 1 below:

Table 1. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Working Environment (X1)	0.881	0.907	0.583
Digital Literacy (X2)	0.947	0.954	0.632
Employee Commitment (Y)	0.852	0.890	0.574
Organizational Performance (Z)	0.885	0.913	0.637

Source: Prepared by the authors (2022)

Cronbach's Alpha value is more than 0.7 for all research variables, as shown in the table below. As a result, the indicators used in this study can be considered reliable. The AVE value was tested by applying a limit of 0.5 to see if it was a valid measure of variation. None of the variables in the Table has an AVE value lower than 0.50. Thus, all indicators and variables are considered valid .

Then the predictive power of the structural model was measured using R-Square. R-Square explains if exogenous latent factors have a substantive effect on endogenous latent variables as shown in the table below:

Table 2. R-Square Value

No	Variable	R Square
1	Employee Commitment (Y)	0.780
2	Organizational Performance (Z)	0.966

Source: Prepared by the authors (2022)

From the results of the R-Squares in the table above, it shows that the R-Square of Employee Commitment (Y) is 0.780 . And the value of R Squares Organizational Performance (Z) is 0.966. This value indicates that the variables of the Work Environment and Digital Literacy have an effect on Employee Commitment (Y) variable as much as 78.0 % . And the remaining 22.0 % is driven by other variables outside the variables in this study. And this value also shows that the variables of the Work Environment and Digital Literacy have an effect on the Organizational Performance variable (Z) of 96.6 % . And the remaining 3.4 % is driven by other variables outside the variables in this study .

The Bootstrap function in SmartPLS 3.2.9 can be used to determine whether a hypothesis is accepted or not. When the t value is more than the important value or the

significance level is less than 0.05 then the hypothesis is accepted (Hair, et.al , 2019) The t-statistical value for a 5% level of significance was 1.96.

Table 3. Specific Direct Effects

Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	P Value	Note
Working Environment (X1) -> Employee Commitment (Y)	0.421	0.069	6.112	0.000	Hypothesis Accepted
Digital Literacy (X2) -> Employee Commitment (Y)	0.482	0.073	6,591	0.000	Hypothesis Accepted
Working Environment (X1) -> Organizational Performance (Z)	0.199	0.029	6,954	0.000	Hypothesis Accepted
Digital Literacy (X2) -> Organizational Performance (Z)	0.595	0.031	19.102	0.000	Hypothesis Accepted
Employee Commitment (Y) -> Organizational Performance (Z)	0.222	0.022	10.022	0.000	Hypothesis Accepted

Source: Prepared by the authors (2022)

Based on the table above, it can be seen that, of the 5 hypotheses which state that there is a direct influence relationship, all hypotheses are accepted and significant where P-Value < 0.05. Indirect Effect Analysis (Mediation) To see whether the Employee Commitment variable (Y) can mediate the relationship between all exogenous variables and the endogenous variable, namely Organizational Performance (Z). The relationship between exogenous variables and endogenous variables through mediating variables in this study can be seen in Table below this:

Table 4. Specific Indirect Effects

Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	P Value	Note
Working Environment (X1) -> Employee Commitment (Y) -> Organizational Performance (Z)	0.093	0.020	6.201	0.000	Hypothesis Accepted
Digital Literacy (X2) -> Employee Commitment (Y) -> Organizational Performance (Z)	0.107	0.017	4.654	0.000	Hypothesis Accepted

Source: Prepared by the authors (2022)

Next to see the relationship or quality of each construct that forms hypotheses 6 and 7, the following *path analysis is shown* to illustrate the value of direct and indirect effects in helping and understanding the influence of the work environment, digital literacy and employee commitment. on organizational performance, as follows:

Table 5. Direct and Indirect Influence

Variable	Specific Indirect Effects	Specific Direct Effects
Working Environment (X1) -> Employee Commitment (Y) -> Organizational Performance (Z)	0.093	0.119
Digital Literacy (X2) -> Employee Commitment (Y) -> Organizational Performance (Z)	0.107	0.595

Source: Prepared by the authors (2022)

The table above shows that there is a direct influence that is greater in value with an indirect effect, and there is also a smaller indirect effect with a direct effect. Direct influence > indirect effect means that this variable cannot be called a mediating variable. Indirect Effect Analysis (Mediation) To see whether the Employee Commitment variable (Y) can mediate the relationship between all exogenous variables and the endogenous variable, namely Organizational Performance (Z).

DISCUSSION

The Effect of the Work Environment on Employee Commitment

The work environment is the environment where employees carry out their daily work. The work environment includes working relationships that are formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment in which employees work. The work environment is everything that exists around workers that can influence them in carrying out the tasks assigned. The work environment is the factors outside of humans, both physical and non-physical in an organization. These physical factors include work equipment, temperature/workplace, congestion and density, noise, area of work space while non-physical includes work relationships that are formed in agencies between superiors and subordinates and between fellow employees (Wowor, 2016). Employees' contribution to the organization is very dominant, because every job in the organization is always carried out by employees. The success or failure of an organization is determined by the human

element that does the work so that an employee needs to be treated properly so that the employee remains motivated and committed to work.

This is in accordance with research conducted by (Ni Wayan, 2019), (Surito, et al. 2020), (Steaventinus, et al. 2020) and (Widyastuti, et al., 2021) whose research results show that the work environment affects employee commitment. Consideration of work environment factors is also a strong reference for motivating and growing employee commitment.

The Effect of Digital Literacy on Employee Commitment

The development of information technology and the internet has consequences for the production and distribution of information. Information can be produced easily and distributed quickly to information users who need it. The consequence of this condition is an abundance of information, which sometimes creates difficulties for information users in accessing the information they need. To support information users, digital literacy is needed for current information seekers.

Development of Human Resources (HR) is carried out in order to be able to provide results in accordance with the goals and objectives of the organization, with predetermined work capability standards. Work ability is the mastery of science and technology as well as skills that support the smoothness and ease of doing work and being able to support any changes made by management. Human resources are the most important investment that can be made by an organization whose ultimate goal boils down to one point, namely that the organization has a quality workforce, good work discipline, has high motivation, is committed to the organization, is efficient in all aspects and has work productivity. according to the needs of the organization, both for the present and in the future.

This is in accordance with research conducted by (Khan et al., 2021) and (Anderson et al., 2006) which states that there is a partial effect of Digital Literacy on Employee Commitment.

The Influence of the Work Environment on Organizational Performance

Every organization will always try to improve employee performance in the hope of achieving organizational goals. So that employees always pay attention to the work environment of employees in carrying out their duties, which relate to colleagues, leaders,

work atmosphere that can affect the ability of employees to carry out their work. The higher the perceived satisfaction, the higher the resulting performance.

This is in accordance with research conducted by (Saleh, et al. 2019), (Ahakwa, 2021), and (Virgana, 2021) which states that there is a partial influence of the work environment on organizational performance.

The Effect of Digital Literacy on Organizational Performance

The sophistication of the Internet has reduced geographic barriers to information transmission and access. Through networks, information can be spread faster and more widely than previous media. The application of digital technology in business such as product and service marketing is also very profitable. (Hasan et al., 2021) Due to the significant increase in the Internet user community in Indonesia, digital marketing activities have increased and people's habits have changed. As a result, companies use it to sell their products and services. Instagram, Facebook, Twitter and YouTube are popular social media platforms for digital marketing.

This is in accordance with research conducted by (Rakib, et al, 2021), (Marsh, 2021), (Kasemsap, 2017) and (Elidjen, et al 2019) which states that there is a partial effect of digital literacy on organizational performance.

The Effect of Employee Commitment on Organizational Performance

Performance is determined by work results and work behavior. If performance depends on results, what is seen is the amount of quality and quantity produced, but when viewed from work behavior, what is assessed is how employees fulfill their commitments and contribute positively or negatively to the fulfillment of organizational goals which is measured when evaluating performance based on work behavior. Individual or group performance is defined as a willingness to carry out an activity and carry it out in accordance with the commitment and expected results. Therefore, a person's ability to excel is strongly influenced by three factors: skills and desire, as well as the environment. For this reason, a person must have a great desire to study and understand the aspects that affect his profession in order to provide honest performance. Good performance will not be achieved until the things that influence it are understood.

This is in accordance with research conducted by (K. Wahyudi, et al 2021), (Jazilatul et al, 2020), (Princy & Rebeka, 2019) and (Ogala S. C, 2020) which state that there is an influence of Employee Commitment on Organizational Performance .

The Influence of the Work Environment on Organizational Performance through Employee Commitment

The work environment is everything that exists around the workplace of employees who are able to influence themselves in carrying out their work. Every company or agency must strive for decent and satisfying working conditions so that employees at work can feel satisfied with the work they are doing. The work environment is said to be good if employees can carry out all activities optimally, healthy, safe and comfortable. Employee performance can be achieved through employee commitment. Commitment according to (Indriasari, Utari, & Mardi W., 2020) is a condition in which an employee tries to achieve goals and desires and maintain membership in a company or agency. The level of commitment that employees have towards the company or agency greatly determines their performance.

Employees who have high commitment will make maximum effort and have a strong desire to achieve company or agency goals and vice versa employees who have low commitment will make efforts that are not optimal under forced circumstances.

This is in accordance with research conducted by (Irianto & Sukiman, 2021), (Azikin, et al. 2019) and (Indriasari et al., 2020) whose research results show that the work environment influences organizational performance through employee commitment. Consideration of work environment factors is also a strong reference for motivating and growing employee commitment and organizational performance.

The Effect of Digital Literacy on Organizational Performance through Employee Commitment

Current developments in technology and information have contributed to changing the mindset and attitude of an employee. The tourism office must develop human resources in using digital technology to improve services to the community so that they can become responsive, innovative, productive, effective, efficient and quality organizations. The role of digital electronic technology is very important in the era of the Covid-19 pandemic so that it allows the health system to be better in managing COVID-

19 countermeasures as well as exchanging information in a fast and directed manner so that organizational performance can increase and organizational goals can be achieved optimally.

This is in accordance with research conducted by (Liukinevičienė & Kuodytė, 2021), (Dang, Vu, & Nguyen, 2020) and (Nasrullah et al., 2017) whose research results show that Digital Literacy affects Organizational Performance through Employee Commitment.

CONCLUSION

The results of this study found that digital literacy is considered the most important factor in improving organizational performance. The measurement of loading factor that has the biggest influence in this research is Digital Literacy, namely *Critical Thinking and Evaluation and Cultural and Social Understanding*. indicators used in this study can be considered reliable and valid.

Then R-Squares explains that exogenous latent factors have a substantive effect on endogenous latent variables. Of the 5 hypotheses which state that there is a direct influence relationship, all hypotheses are received. While the 2 hypotheses of the indirect influence relationship show that there is a direct influence that is greater in value than the indirect effect meaning that the variable cannot be called a mediating variable.

From the results of this study, it can be concluded that a comfortable work environment and good digital literacy can improve organizational performance through employee commitment. The more comfortable the work environment, the higher the employee's commitment and result in increased organizational performance. Likewise, Digital Literacy also affects Organizational Performance through Employee Commitment.

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