



Research Article

The Influence of Work Environment, Salary, and Career Development on Employee Performance Through Employee Commitment at Larissa Aesthetic Centre

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Abstract: This study aims to analyze the influence of work environment, salary, and career development on employee performance at Larissa Aesthetic Center through employee commitment as a mediating variable. The importance of optimizing employee performance in supporting business growth requires appropriate efforts and strategies to maximize existing resources in the work environment. Employees who value the work environment because it fosters a sense of well-being and enthusiasm at work. Salary is one of the factors that influences performance, in line with compensation that meets expectations as a form of responsibility in the workplace. Employee career development is seen as a call for progress, where competent workers facilitate the organization in becoming a solution for clients. The method used in this study employs an explanatory approach to uncover the relationships between variables and emphasizes causal numerical data. The study population consists of 65 employees, with the sampling technique using a census, where the entire population serves as the study sample. This research utilizes primary data obtained through questionnaire completion. Secondary data is derived from relevant documentation related to the research topic. Data analysis employs path analysis to test the relationships between research variables. The results of this study indicate that the work environment, salary, and career development have a significant influence on employee performance at Larissa Aesthetic Center, through the support of employee commitment as a mediating variable. The findings of this study can serve as a reference for business actors as a basis for consideration in actions related to human resources.

Keywords: Career Development; Employee Commitment; Employee Performance; Salary; Work Environment

1. Introduction

Business activities require skilled workers in their respective fields. These skills include hard skills and soft skills, which are expected to bring positive changes to the work environment so that the business has strong competitiveness. Skilled human resources, especially in mastering technology in this modern era, can support all aspects of business activities, from production to marketing. Employee performance can help businesses achieve their goals in line with the expected targets, with welfare being one of the areas of concern for business owners regarding their teams.

According to Safira & Rozak (2020), to maximize employee utilization, companies must ensure their welfare. Employee commitment and motivation are influenced by the work environment and organizational support. When employees feel encouraged to voice their opinions and contribute, this supports the achievement of organizational goals (Gunawan & Ardana, 2020). Management that focuses on employees will create a more competitive and high-quality workforce.

Received: July 20, 2025

Revised: August 06, 2025

Accepted: August 23, 2025

Published: August 30, 2025

Curr. Ver.: August 30, 2025



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Individual performance is greatly influenced by dedication and commitment. When employees are highly committed, their performance tends to improve, which in turn positively impacts organizational productivity. Northcraft and Neale (2013) state that high-quality work is the result of employee commitment. Therefore, management needs to create a supportive work environment so that employees feel valued and motivated.

A good work environment, including relationships among colleagues and with superiors, also contributes to organizational commitment. Azikin's (2019) research shows that positive physical and non-physical environments can increase employee commitment. Additionally, fair wages and performance-based benefits can enhance motivation and work effectiveness. Octavia (2021) also found that wage increases are directly linked to improved employee performance.

Career development is also a crucial factor in employee performance. Arismunandar (2020) shows that opportunities for career advancement encourage employees to work more effectively. When employees feel there are opportunities for growth, they tend to be more committed and perform better, which benefits the organization in the long term. The research conducted at Larissa Aesthetic Center Surabaya aims to understand the influence of the work environment, wages, and career development on employee performance and commitment. This clinic requires high-performing individuals to provide the best service to customers. Factors such as poor communication and inadequate sales-based incentives can reduce performance. Therefore, it is important for management to develop strategies that support the work environment and employee well-being for better achievement.

2. Literature Review

The literature review in this study is intended to provide a strong theoretical foundation related to the research object, thereby facilitating the subsequent writing process in a relevant manner.

2.1. Employee Performance Theory

Performance is the quality of work provided by employees in fulfilling their work tasks within a certain period of time, following the procedures established by the company. The quality of employee work plays an important role in the overall success of an organization in achieving its established goals (Marhawati, 2022). The quality of employee work depends on the employees or groups within an organization over a certain period, indicating the extent to which they meet the established criteria for success (Putri, 2020). The results of the work completed reflect the fulfillment of obligations established under certain conditions (Lilyana, De Yusa, and Yatami, 2020).

Based on the above description, the meaning of employee performance is evaluated based on their achievements in carrying out work responsibilities, which function as metrics for assessment in accordance with relevant rules and standards.

2.2. Employee Commitment Theory

Employee commitment is used as a basic aspect of individual performance. A high level of commitment fosters motivation, enabling employees to remain involved in the organization and achieve its goals. Employee commitment is characterized by the business's ability to define and involve individuals within the organization, reflecting their desire to

remain part of it (Robbins, 2007). An employee demonstrating strong commitment will positively influence their work, ultimately benefiting the business by efficiently and effectively achieving targeted tasks (Luthas, 2006).

Commitment is characterized as a trend that is consistent with actions, as it takes into account the costs associated with implementing alternative activities (Handoko, 2008). Thus, it can be concluded that employee commitment encompasses a deeper understanding that goes beyond passive loyalty, indicating an active relationship between employees and the organization. Employees demonstrate their commitment through a sincere desire to invest additional energy and take on greater responsibility for the progress and success of the organization.

2.3. Work Environment Theory

The work environment encompasses all factors that influence how employees perform their jobs (Darmadi, 2020). Furthermore, Effend and Tiara (2019) also state that this includes direct interactions between coworkers, staff, and their managers. A positive work environment is crucial for giving employees a sense of security, comfort, and satisfaction when performing their assigned tasks (Anam, 2018).

The work environment includes physical conditions such as cleanliness and organizational workspace, as well as communication with coworkers and supervisors (Afandi, 2018). Thus, it can be understood that the conditions of employees in performing their work are related to physical conditions regarding facilities, cleanliness in the work environment, workplace layout, as well as communication with coworkers and supervisors.

2.4. Payroll Theory

Wages are money paid to employees for their work and contributions to the company's goals. Employees receive wages every month for the services they have provided (Sujarweni, 2015). In line with this, Hasibuan (2017) notes that wages serve as a reward for the tasks and responsibilities handled by employees, usually paid monthly. They are regular payments to employees, ensuring that employees receive wages even if they do not work on certain days.

2.5. Career Development Theory

Career development is about growth aimed at achieving employee career goals. This involves companies creating roadmaps for potential employees' self-development while they work there. Basically, career development focuses on improving the skills and abilities individuals need to pursue their ideal career path (Sutrisno, 2017).

Career development is an ongoing process aimed at improving an individual's abilities, skills, and knowledge in order to achieve their desired career goals. It involves a series of activities carried out by both individuals and organizations to help someone grow professionally (Dubrin, 2018). Thus, the internal process where employees acquire new skills to achieve their goals in the organization is only given to those who meet specific qualifications and experience, and the company has ensured that the employee is qualified when needed.

Previous research has been conducted on the factors influencing employee performance. Ratnasari and Mahmud (2020) noted that salary is a significant factor influencing employee performance. However, the provision of incentives is the most dominant factor in influencing employee performance. Other supporting indicators include: length of service, seniority, needs, fairness and fairness, and job evaluation. Affandi (2020) notes that concepts and indicators in human resource management are useful for helping organizations manage their workforce effectively so that organizational goals can be achieved through improved employee performance by considering several aspects such as work discipline, career development, a conducive environment, and work motivation.

Based on the theoretical relationships and problem formulation, the hypotheses formulated in this study include:

- H1 : It is hypothesized that there is a significant influence of the variables of Work Environment, Salary, and Career Development on Employee Commitment at Larissa Aesthetic Center.
- H2: It is hypothesized that there is a significant influence of the variables of Work Environment, Salary, and Career Development on Employee Performance at Larissa Aesthetic Center.
- H3: It is hypothesized that there is a significant influence of the Employee Commitment variable on the performance of Larissa Aesthetic Center employees.
- H4: It is hypothesized that there is a significant influence of the Work Environment, Salary, and Career Development variables on the performance of Larissa Aesthetic Center employees through Employee Commitment.

3. Proposed Method

This study uses an explanatory approach, which aims to clarify the relationships and influences between the variables being studied (Sugiyono, 2017), as well as to test the proposed hypotheses. This study employs a quantitative method focused on explaining relationships and analyzing numerical data. The scope of this study is human resource management, specifically employee performance related to work environment, salary, and career development through employee commitment at Larissa Aesthetic Center, located at Jl. Residen Sudirman No. 25-27, Pacar Keling District, Surabaya City, East Java Province.

The data sources for this study use primary data through the distribution of questionnaires and secondary data obtained from documentation. The population used is 65 people, and the research sample uses a census, where the entire population is the sample used in the study.

The instrument study in this research refers to the methods used by researchers to collect data relevant to the research topic so that the extent of the relationship between research variables is known, which allows them to be broken down into sub-variables, indicators, descriptors, and instrument items. The research instrument measurement uses a Likert scale with values from 1 to 5, with options ranging from disagree to strongly agree.

The research instrument was tested using validity and reliability tests. Data analysis techniques in this study were conducted through path analysis and regression coefficients using SPSS software as an analysis tool. This testing was intended to determine the direct and indirect effects of the research variables from the formulation of the hypothesis.

4. Results and Discussion

In this section, the author needs to explain the hardware and software used, dataset sources, initial data analysis, results, and results analysis/discussion. Presenting the results with pictures, graphs and tables is highly recommended. Formulas or evaluation measuring tools also need to be included here. There must be discussion/analysis, and you can't just rewrite the results in sentence form, but you need to provide an explanation of their relationship to the initial hypothesis. In addition, this section needs to discuss and elaborate on important findings.

4.1. Result

Research Instrument Test

Table 1. Validity Test.

Variabel	No. Item	Validity		
		r Calculate	r tabel	Description
Work Environment (X1)	X1.1	0,659	0,240	Valid
	X.1.2	0,656	0,240	Valid
	X.1.3	0,553	0,240	Valid
	X.1.4	0,739	0,240	Valid
	X.1.5	0,669	0,240	Valid
	X.1.6	0,577	0,240	Valid
	X.1.7	0,648	0,240	Valid
	X.1.8	0,549	0,240	Valid
	X.1.9	0,649	0,240	Valid
Salary (X2)	X.2.1	0,539	0,240	Valid
	X.2.2	0,573	0,240	Valid
	X.2.3	0,515	0,240	Valid
	X.2.4	0,620	0,240	Valid
	X.2.5	0,663	0,240	Valid
	X.2.6	0,508	0,240	Valid
	X.2.7	0,732	0,240	Valid
	X.2.8	0,683	0,240	Valid
	X.2.9	0,616	0,240	Valid
Career Development (X3)	X.3.1	0,680	0,240	Valid
	X.3.2	0,576	0,240	Valid
	X.3.3	0,567	0,240	Valid
	X.3.4	0,598	0,240	Valid
	X.3.5	0,582	0,240	Valid
	X.3.6	0,533	0,240	Valid
	X.3.7	0,659	0,240	Valid
	X.3.8	0,657	0,240	Valid
	X.3.9	0,518	0,240	Valid

Employee Commitment (Z)	Z.1.1	0,595	0,240	Valid
	Z.1.2	0,598	0,240	Valid
	Z.1.3	0,701	0,240	Valid
	Z.1.4	0,748	0,240	Valid
	Z.1.5	0,686	0,240	Valid
	Z.1.6	0,793	0,240	Valid
	Z.1.7	0,787	0,240	Valid
	Z.1.8	0,653	0,240	Valid
	Z.1.9	0,782	0,240	Valid
Employee Performance (Y)	Y.1.1	0,816	0,240	Valid
	Y.1.2	0,744	0,240	Valid
	Y.1.3	0,520	0,240	Valid
	Y.1.4	0,767	0,240	Valid
	Y.1.5	0,548	0,240	Valid
	Y.1.6	0,789	0,240	Valid
	Y.1.7	0,696	0,240	Valid
	Y.1.8	0,697	0,240	Valid
	Y.1.9	0,607	0,240	Valid

Source: Primary data processed (2024)

The results of the validity test showed that the r values calculated for all statement items from each variable were higher than the r values in the table. In this study, 65 respondents completed the questionnaire, and with alpha (0.05), the table r value (0.240). The validity test results confirm that because the calculated r value exceeds the value in the r table, all statement items are considered valid and all items tested can be relied upon for accurate measurement.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Scale	Decription
Work Environment (X1)	0,781	0,60	Reliabel
Salary (X2)	0,784	0,60	Reliabel
Career Development (X3)	0,755	0,60	Reliabel
Employee Performance (Y)	0,857	0,60	Reliabel
Employee Commitment (Z)	0,864	0,60	Reliabel

Source: Primary data processed (2024)

Based on the reliability testing in Table 2. The reliability test confirms that all variables also have good reliability levels, with Cronbach's Alpha values of 0.781 for Work Environment, 0.784 for Salary, 0.755 for Career Development, 0.864 for Employee Commitment, and 0.857 for Employee Performance. All of these values exceed the threshold of 0.60, indicating that the statements for the five variables are reliable.

Structural Equation Test**Partial Test (t – test)****Table 3. Partial Test Result Model 1.**

Variable	Coefficient Regression	t	P value	Description
X1 – Work environment	0,301	2,396	0,020	Significant
X2 – Salary	0,693	5,654	0,000	Significant
X3 – Career development	0,260	2,035	0,046	Significant

Dependent variable: Employee commitment

Source: Processed primary data (2024)

The analysis results in Table 3. Partial Test Result Model 1 show that the work environment variable has a coefficient of 0.301 with a t-test of 2.396 and a probability of 0.020, which is less than $p = 0.05$, indicating that the work environment significantly influences organizational commitment. Furthermore, the salary coefficient is 0.693, with a t-test of 5.654 and a probability of 0.000, also indicating a significant impact on organizational commitment. The career development variable has a coefficient of 0.260, a t-test of 2.035, and a probability of 0.046, confirming its influence on organizational commitment. Thus, the first hypothesis stating that the work environment, salary, and career development have a statistical influence on organizational commitment is supported by the data.

Table 4. Partial Test Result Model 2.

Variable	Coefficient Regression	t	P value	Description
X1 – Work environment	0,247	2,037	0,046	Significant
X2 – Salary	0,698	5,893	0,000	Significant
X3 – Career development	0,258	2,083	0,041	Significant

Dependent variable: Employee Performance

Source: Processed primary data (2024)

Analysis of Table 4. Partial Test Result Model 2 shows that the work environment variable has a coefficient of 0.247, with a t-test of 2.037 and a probability of 0.046, which is less than $p = 0.05$. This indicates that the work environment has a significant impact on employee performance. The salary coefficient is 0.6983, with a t-test of 5.893 and a probability of 0.000, which also indicates a significant influence. Meanwhile, career development has a coefficient of 0.258, a t-value of 2.083, and a probability of 0.041, which again indicates a significant influence on employee performance. Therefore, the second hypothesis stating that the work environment, salary, and career development statistically influence employee performance is supported by the data.

Table 5. Partial Test Result Model 3.

Variable	Coefficient Regression	t	p value	Description
Z – Employee Commitment	0,894	18,730	0,000	Significant
<i>Dependent variable:</i> Kinerja karyawan				

Source: Processed primary data (2024)

The analysis results show that the organizational commitment coefficient is 0.894, with a t-test of 18.730 and a probability of 0.000, which is lower than $p = 0.05$. This indicates that organizational commitment has a significant effect on employee performance. Thus, the third hypothesis, which states that organizational commitment statistically affects employee performance, is supported by the data.

Path Analysis

Tabel 6. Path Analysis Result.

Variable	Direct Effect	Indirect Effect	Total Effect	Information
Work environment (X1) – Employee commitment (Z) – Employee performance (Y)	0,247	0,286	$0,301 \times 0,949 = 0,587$	Indirect effect > Direct effect, $0,286 > 0,247$
Salary (X2) – Employee commitment (Z) – Employee performance (Y)	0,698	0,658	$0,693 \times 0,949 = 1,351$	Indirect effect < Direct effect, $0,658 < 0,698$
Career development (X3) – Employee commitment (Z) – Employee performance (Y)	0,258	0,247	$0,60 \times 0,949 = 0,507$	Indirect effect < Direct effect, $0,247 < 0,258$

Source: Processed primary data (2024)

Based on Table 6, the Path Analysis Result shows that the total effect of the work environment variable on employee performance (0.587) is greater than the direct effect (0.247). For the salary variable on employee performance, the total effect is greater (1.351) than the direct effect (0.698). The career development variable on employee performance has a total influence value (0.507) that is greater than the direct influence (0.258). These results indicate that organizational commitment acts as an intervening variable in the influence on the work environment, salary, and career development, as the total influence value is greater than the direct influence.

4.2. Discussion

4.2.1. The Influence of Work Environment, Salary, and Career Development on Employee Commitment at Larissa Aesthetic Center

Work environment, salary, and career development opportunities play a crucial role in enhancing employee commitment. A pleasant work environment, with reduced noise and good lighting, contributes to employees' dedication to their work, increasing satisfaction and loyalty. Engaged employees tend to be more motivated, while competitive salaries meet their expectations, thereby enhancing loyalty. Additionally, career development provides opportunities for learning and growth, enhancing a sense of responsibility and job security. These findings align with Riani's (2020) research, which highlights the positive impact of compensation, career development, and work environment on employee organizational commitment.

4.2.2. The Influence of Work Environment, Salary, and Career Development on Employee Performance at Larissa Aesthetic Center

Work environment, compensation, and career advancement opportunities have a significant positive influence on employee performance at Larissa Aesthetic Center. Factors such as air quality, noise levels, and adequate lighting, along with sufficient salary, motivation, and job satisfaction, contribute to employees' effectiveness in performing their tasks. A conducive work environment, characterized by good air quality and minimal noise, supports employee performance. This finding aligns with Basem's (2022) research, which highlights the relationship between work environment and employee performance at PT. Adhiyasa Bangkinang.

4.2.3. The Influence of Employee Commitment on Employee Performance at Larissa Aesthetic Center

Workplace conditions, compensation, and career advancement opportunities are important factors influencing employee performance at Larissa Aesthetic Center. Elements such as air quality, noise levels, and adequate lighting, along with fair remuneration and intrinsic motivation, significantly contribute to employee productivity. Optimal air quality and adequate lighting enhance performance, while high noise levels can hinder it. These findings align with Basem's (2022) research, which examined the impact of the work environment on employee performance at PT Adhiyasa Bangkinang.

4.2.4. The Influence of Work Environment, Salary, and Career Development on Employee Performance through Employee Commitment at Larissa Aesthetic Center

A supportive work environment, fair remuneration, and opportunities for career growth significantly improve employee performance at Larissa Aesthetic Center, with employee commitment playing a crucial role in driving organizational progress. These findings align with Pusparani's (2021) research, which shows that the work environment and job satisfaction influence employee performance, where organizational commitment functions as a mediating variable in the context of the Population Control and Family Planning Office in Sarolongun District.

5. Conclusions

The findings of this study conclude that the work environment, salary, and career development have a significant influence on employee commitment at Larissa Aesthetic Center, which in turn also impacts employee performance. The work environment is measured through indicators such as air quality, noise, and lighting, while salary is evaluated based on fairness, motivation, and satisfaction. Career development is assessed based on alignment of interests, availability of information, and work experience. Employee commitment is measured through trust and emotional attachment to the organization, which acts as a mediator in the relationship between these variables and employee performance.

Practical Implications

The results of this study can serve as a reference and consideration for actions related to or similar to human resources in the areas of work environment, salary, and career development, employee performance, employee commitment, and can also serve as a benchmark or foundation for future policy development.

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