

MODERATION OF WORK ENVIRONMENT ON THE INFLUENCE OF WORK DISCIPLINE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE (A STUDY OF EMPLOYEES OF THE PATI DISTRICT TRANSPORTATION SERVICE)



Sasi Handajani¹
Universitas Stikubank, Semarang, Indonesia
sasihandajani7083@mhs.unisbank.ac.id

Endang Tjahjaningsih²
Universitas Stikubank, Semarang, Indonesia
naning@edu.unisbank.ac.id

Abstract

The Pati Regency Transportation Service is a public-sector agency responsible for traffic management, public transportation services, transport-safety supervision, and the development of transport facilities and infrastructure. Achieving these mandates depends on employee performance. This paper examines the moderating role of the work environment in the links between work discipline, organizational commitment, and employee performance. Data were collected through a quantitative census survey and analyzed in SPSS using descriptive analysis and regression with interaction terms. The findings suggest that work discipline is associated with higher performance, organizational commitment does not show the anticipated positive contribution, and the work environment conditions both relationships.

Keywords: Work Discipline; Organizational Commitment; Work Environment; Employee Performance

INTRODUCTION

Organizations are deliberately coordinated social systems with identifiable boundaries, established to pursue sustained objectives. Organizational effectiveness therefore depends on employee performance, because daily operations are executed by employees. In public service settings, performance is commonly reflected in disciplined behavior, a focused work culture, professional conduct, responsible service, and ethically grounded loyalty. Accordingly, maintaining and strengthening employee performance remains a core managerial priority to support shared organizational goals.

As a government institution, the Pati Regency Transportation Agency is mandated to regulate traffic, organize public transportation, supervise transportation safety, and develop transportation facilities and infrastructure. These mandates cover traffic and transport management, facility provision and maintenance, and the assurance of safety and security in the transportation sector. Achieving performance targets requires adequate resources, especially competent human resources in transportation. In public organizations, employee performance may be shaped by internal factors such as responsibility, compliance, organizational commitment, discipline, motivation, and work stress as well as external conditions, including the work environment, leadership, and the overall work atmosphere.

In implementing its programs, the Agency has shown indications of declining employee performance. Internal records for 2023–2024 indicate that performance achievement decreased in 7 of 10 targeted activities, with outcomes in 2024 lower than those recorded in 2023. This pattern underscores the need to examine behavioral and contextual factors that may account for variation in employee performance.

Work discipline is frequently associated with performance outcomes. Evidence reported by Budiharjo & Tjahjaningsih (2014) indicates a positive and significant link between discipline and employee performance, and similar results are reported by Iptian et al. (2020). Subsequent studies continue to show comparable findings, including Aika et al. (2022) and Dumilah et al. (2023). Additional support is provided by Subagiyo et al. (2024), while Ariyanti et al. (2024) and Fiannisa et al. (2024) likewise suggest that disciplined work behavior tends to accompany improved performance across different settings.

Organizational commitment is also commonly discussed as a driver of performance. Wardana et al. (2022) describe commitment as strengthening employees' alignment with organizational objectives, and Jufrizen et al. (2021) report a positive and significant relationship with performance. Similar conclusions are presented by Andika & Darmanto (2020) and by Anugrahadi et al. (2023). Nugroho & Sutianingsih (2023) likewise report that commitment tends to support higher performance, indicating that this association is frequently observed empirically.

Even when discipline and commitment are linked to performance, the strength of these effects can differ across workplaces. In public service contexts, the work environment may determine whether discipline and commitment are translated into observable performance outcomes.

Building on the observed phenomenon and the research gap, this study incorporates the work environment as a moderating factor to assess whether it strengthens or weakens the effects of work discipline and organizational commitment on employee performance. Rasminto et al. (2020) report a positive moderating effect of the work environment in the discipline performance relationship. Similarly, Fauziah et al. (2022) argue that the work

environment may moderate the commitment performance relationship, and Wasito (2021) provides related evidence in another organizational context.

Overall, employee performance remains a central benchmark of organizational success. Because employees are the primary actors in implementing organizational programs, strong performance contributes directly to organizational goal achievement and supports the broader effectiveness of organizational activities.

REVIEW OF LITERATURE

1. Employee performance

Employee performance can be understood as the results achieved by employees, reflected in how tasks are carried out and in the outputs produced. From a behavioral perspective, Fiannisa et al. (2024) define performance as a set of employee behaviors, both constructive and detrimental, that contribute to the attainment of organizational goals. In a similar vein, Sudama (2022) notes that performance represents employees' achievement levels within organizations and is commonly linked to efforts to improve work productivity.

Operationally, employee performance refers to outputs delivered in accordance with job demands, measured in terms of both quality and quantity. These outputs are produced under the authority and responsibilities attached to each position and should comply with applicable regulations while remaining consistent with ethical and moral standards.

2. Work Environment

The work environment constitutes an important condition that enables employees to carry out their tasks effectively and can affect performance through both physical and psychological dimensions. Kasmir (2016) describes the work environment in terms of workplace facilities, infrastructure, and surrounding conditions, including workspace layout, the adequacy of facilities, and the quality of working relationships among colleagues. In line with this perspective, Utami et al. (2024) note that conditions within an office or agency influence how employees conduct their activities and how well organizational functions are executed. Accordingly, organizations are expected to provide an adequate work environment by ensuring appropriate physical conditions such as a comfortable layout, cleanliness, ventilation, and sufficient lighting alongside non-physical conditions, including a supportive atmosphere, positive coworker relations, and constructive employee management relationships.

3. Work discipline

Work discipline refers to employees' obligation to comply with organizational rules and standards, reflected in attitudes and behaviors that are consistent with established regulations. From a managerial standpoint, discipline functions as a practical mechanism to ensure reliability in task execution because consistent compliance helps employees carry out assigned responsibilities in an orderly manner. In this sense, discipline supports organizational effectiveness by promoting order and consistency in work implementation. Atmaja et al. (2024) describe discipline as a tool used by managers to

communicate expectations and encourage behavioral adjustment, thereby strengthening employees' willingness to follow organizational rules and prevailing social norms. A similar emphasis is also highlighted by Jufrizen et al. (2021), who views discipline as a mechanism for reinforcing employees' awareness and willingness to comply with workplace regulations and social norms.

4. **Organizational commitment**

Organizational commitment reflects an employee's bond with the organization, shown in willingness to support organizational goals and remain involved in organizational efforts. Marimin & Santoso (2020) describe it as a condition in which individuals are attracted to the organization's goals, values, and objectives. Purwanto et al. (2021) further emphasize commitment as attachment that includes identification and involvement in organizational life. In concept, commitment is often discussed as affective attachment, continuance considerations, and a sense of obligation, which together explain why employees stay and contribute. When employees understand their rights and obligations regardless of position, commitment can facilitate shared responsibilities toward organizational goals. This form of commitment is expected to shape employee effort and involvement, which may be reflected in performance outcomes

RESEARCH METHOD

1. **Research Hypotheses**

a. **The relationship between work discipline and employee performance**

Work discipline is commonly discussed as an essential behavioral driver of employee performance. Umar et al. (2022) note that discipline helps employees sustain consistency in carrying out assigned tasks and adhering to organizational standards. Empirical findings by Dumilah et al. (2023) also show that discipline exerts a positive and significant partial effect on performance. Similar conclusions are reported by Iptian et al. (2020) and further supported by Subagiyo et al. (2024), both indicating that higher work discipline is generally associated with better employee performance.

Hypothesis 1 (H1): Work discipline has a positive influence on employee performance at the Pati Regency Transportation Service.

b. **The relationship between organizational commitment and employee performance**

Organizational commitment describes employees' attachment to and identification with their organization's goals and values, and it is frequently discussed in relation to employee performance. Wardana et al. (2022) report that higher commitment is generally followed by improved performance, suggesting that committed employees are more inclined to focus their efforts on organizational objectives. This pattern is also supported by Jufrizen et al. (2021), who find a significant contribution of commitment to performance. Similar findings are reported by Anugrahadi et al. (2023), reinforcing the view that organizational commitment is positively associated with employee performance.

Hypothesis 2 (H2): Organizational commitment has a positive effect on employee performance at the Pati Regency Transportation Service.

c. The relationship between work discipline and employee performance moderated by the work environment

The work environment refers to the surrounding conditions of an office or agency that can shape employees' work execution, both directly and indirectly. Utami et al. (2024) emphasize that these conditions influence how individuals and work groups perform their duties. A supportive environment is characterized by circumstances that enable employees to work optimally, safely, healthily, and comfortably. When the setting is more conducive, the contribution of work discipline to performance is expected to become more apparent because the environment facilitates smoother task completion. This interpretation aligns with Rasminto et al. (2020), who find that the work environment strengthens the relationship between work discipline and employee performance.

Hypothesis 3 (H3): The work environment moderates the influence of work discipline on employee performance at the Pati Regency Transportation Service.

d. Work environment as a moderator of the relationship between organizational commitment and performance

The work environment may strengthen or weaken how organizational commitment is translated into employee performance. When employees work in supportive conditions, commitment can be more effectively expressed through work behaviors and task completion, whereas less conducive conditions may limit its contribution to performance outcomes. Empirical support for this moderating role is reported by Fauziah et al. (2022), who indicate that the work environment can moderate the relationship between organizational commitment and employee performance. Similar evidence is also presented by Wasito (2021), showing that workplace conditions function as a moderating factor in the commitment–performance linkage.

Hypothesis 4 (H4): The work environment moderates the effect of organizational commitment on employee performance at the Pati Regency Transportation Service.

2. Research Model

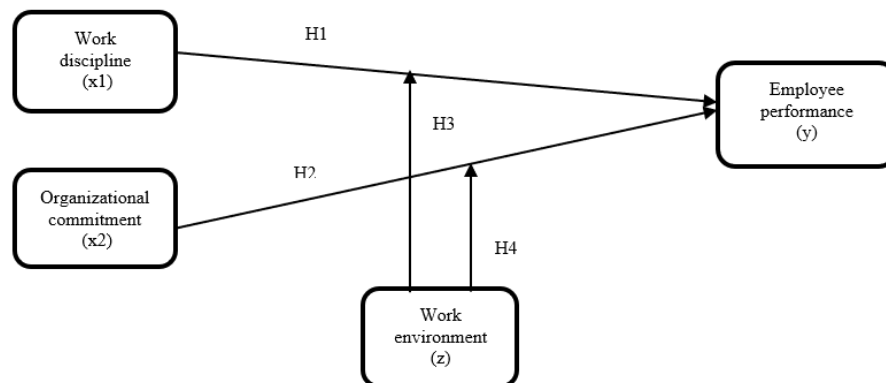


Figure 1.
Research Model

Source : Processed from the research model

The empirical model positions work discipline (X1) and organizational commitment (X2) as independent variables, employee performance (Y) as the dependent variable, and the work environment (Z) as the moderating variable.

Mathematical model :

$$Y = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = \alpha_2 + \beta_3 X_1 + \beta_4 Z + \beta_5 (X_1 \times Z) + e$$

$$Y = \alpha_3 + \beta_6 X_2 + \beta_7 Z + \beta_8 (X_2 \times Z) + e$$

Where: α = constant; β = regression coefficient; e = error term.

3. Research method

A quantitative interaction design was applied. Employee performance (Y) was operationalized as the dependent variable, with work discipline and organizational commitment as predictors and the work environment as the moderating variable. The study covered the entire population of the Pati Regency Transportation Agency (N = 98); therefore, all employees were included through a census approach. Data were obtained through a questionnaire administered on a seven-point Likert scale. Statistical processing and estimation were carried out in SPSS using a variance-based (component-based) approach.

RESULTS AND DISCUSSION

1. Respondent Characteristics

Respondents are described across five demographic attributes: gender, age, education level, tenure, and employment status.

- a. **Gender.** Male respondents accounted for 77 employees, while 21 employees were female.
- b. **Age.** Employees aged 26–30 years formed the largest group (26 employees), followed by those aged 20–25 years (21 employees).
- c. **Education level.** The dominant education levels were senior high school (38 employees) and D-IV/Bachelor's degrees (33 employees).
- d. **Working period.** The highest proportion had worked for less than five years (43 employees).
- e. **Type of employment.** The sample included 57 civil servants and 41 non-civil servant employees.

2. Validity Test

Table 1.
Validity Test (KMO and Factor Loading Range)

Variabel	KMO	Range loading factor
Work Discipline	0,798	0,604 – 0,770
Organizational Commitment	0,844	0,553 – 0,778
Work Environment	0,824	0,591 – 0,851
Employee Performance	0,823	0,564 – 0,854

Source: Primary data (SPSS output, 2025)

The results in Table 1 indicate that the data are suitable for validity assessment. All constructs report KMO values well above the minimum requirement of 0,50 which confirms that the sample provides adequate sampling adequacy for factor-based validity testing.

The indicator validity is further supported by the factor loading ranges shown in the component matrix. For a sample size below 100, loadings above 0,55 are commonly treated as acceptable; in this study, the loading ranges for all variables exceed that threshold. Work discipline indicators load between 0,604 and 0,770; organizational commitment between 0,553 and 0,778; work environment between 0,591 and 0,851; and employee performance between 0,564 and 0,854. Taken together, these results confirm that the measurement items used for all four constructs meet the validity criteria and can be retained for subsequent analysis.

3. Reliability Test

Table 2.
Reliability Test (Cronbach's Alpha)

Indicator	Cronbach's Alpha	Decision rule	Conclusion
Work Discipline	0,900	$0,900 > 0,7$	Reliabel
Organizational Commitment	0,898	$0,898 > 0,7$	Reliabel
Work Environment	0,933	$0,933 > 0,7$	Reliabel
Employee Performance	0,914	$0,914 > 0,7$	Reliabel

Source: Primary data (SPSS output, 2025)

The reliability results in Table 2 show strong internal consistency across all constructs. Cronbach's alpha values range from 0.898 to 0.933, and each exceeds the minimum criterion of 0.70. Work discipline demonstrates an alpha of 0.900, organizational commitment 0.898, work environment 0.933, and employee performance 0.914. Since all values are above the required threshold, the measurement instruments for all variables are considered reliable and can be used as consistent measures for subsequent analyses in this study.

4. F-test

The overall model, which included work discipline, organizational commitment, and the interaction terms with the work environment, was significant (Sig. = 0.037; $p < 0.05$). This indicates that, taken together, the predictors are related to employee performance and that the model is statistically acceptable for interpretation.

5. Coefficient of determination

Coefficient of determination. The adjusted R^2 of 0.065 indicates that the model explains 6.5% of the variance in employee performance, while 93.5% is attributable to other factors not included in the specification.

6. Hypothesis Testing

Table 3.
Equality I

No	Model	Adjusted R Square	F test		t test		Information
			F	sig	Beta	Sig	
I	Equality I						
	Work discipline towards employee performance	0,065	2.673	0.037	0.184	0.067	H1 Accepted
	Organizational commitment to employee performance				-0.199	0.046	

Source: Primary data (SPSS output, 2025)

Table 4.
Equality II

No	Model	Adjusted R Square	F test		t test		Information
			F	sig	Beta	Sig	
II	Equality II						
	Work discipline towards employee performance				0.184	0.067	H3 Accepted
	The work environment moderates work discipline on employee performance				0.155	0.122	
III	Equality III						
	Organizational commitment to employee performance				-0.199	0.046	H4 Accepted
	Work environment moderates organizational commitment to employee performance				0,037	0,709	

Source: Primary data (SPSS output, 2025)

Interpretation of Hypotheses

H1: The estimate for work discipline is positive ($\beta = 0.184$; Sig. = 0.067), indicating a positive tendency between discipline and employee performance.

H2: Organizational commitment is estimated with a negative sign ($\beta = -0.199$; Sig. = 0.046); therefore, the hypothesized positive effect is not supported in this sample.

H3: The interaction between work discipline and the work environment is positive ($\beta = 0.155$; Sig. = 0.122), suggesting the role of the work environment in shaping the relationship between discipline and employee performance.

H4: The interaction between commitment and work environment interaction is positive ($\beta = 0.037$; Sig. = 0.709), indicating a conditioning effect of the work environment on the commitment performance link.

Discussion

This section interprets the regression and moderation results by connecting the statistical evidence with the study's theoretical rationale and prior empirical findings. The discussion follows the sequence of hypotheses (H1–H4).

1. Work discipline has a positive influence on employee performance at the Pati Regency Transportation Service

The regression results show a positive coefficient for work discipline ($\beta = 0.184$), indicating that higher discipline tends to be associated with better employee performance in the Pati Regency Transportation Agency. This aligns with the view that discipline helps employees meet work standards and perform tasks consistently, as noted by Umar et al. (2022). However, the coefficient is not statistically significant (Sig. = 0.067), so the evidence from this sample does not confirm the hypothesized effect at conventional significance thresholds. Despite this limitation, the positive direction is consistent with earlier findings that report a positive contribution of discipline to performance, including Dumilah et al. (2023) and Iptian et al. (2020), as well as more recent evidence in other contexts reported by Subagiyo et al. (2024).

2. Organizational commitment has a positive effect on employee performance at the Pati Regency Transportation Service

For organizational commitment, the estimated coefficient is negative ($\beta = -0.199$), which indicates that higher commitment is not followed by higher performance among employees in this sample. The effect is statistically significant (Sig. = 0.046), but the direction contradicts the proposed hypothesis; therefore, H2 is not supported. This pattern differs from studies that report a positive commitment performance relationship, such as Wardana et al. (2022) and Jufrizen et al. (2021), and it also contrasts with the positive findings reported by Anugrahadi et al. (2023) in other settings.

3. The work environment moderates the influence of work discipline on employee performance at the Pati Regency Transportation Service.

The moderation test indicates that work discipline retains a positive coefficient ($\beta = 0.184$; Sig. = 0.067). The interaction term between work discipline and the work environment is also positive ($\beta = 0.155$), suggesting that a more supportive work environment may strengthen how discipline relates to performance. This interpretation is consistent with the view that a conducive environment enables employees to work safely, comfortably, and optimally, making disciplined behavior easier to translate into performance outcomes (Utami et al., 2024). Nevertheless, the interaction is not statistically significant (Sig. = 0.122), so the moderating effect is not confirmed at conventional significance levels. The positive direction, however, is in line with the findings of (Rasminto et al., 2020).

4. The work environment moderates the influence of organizational commitment on employee performance at the Pati Regency Transportation Service.

For H4, organizational commitment shows a negative coefficient ($\beta = -0.199$; Sig. = 0.046), indicating that the expected positive association is not observed in this dataset. The interaction term between organizational commitment and the work environment is positive but small ($\beta = 0.037$), which implies that a more comfortable environment may slightly strengthen the commitment performance relationship in direction. This is consistent with the argument that contextual conditions can shape how commitment is expressed in work outcomes (Fauziah et al., 2022). However, the interaction is not statistically significant (Sig. = 0.709), so moderation is not supported at conventional thresholds. While prior evidence suggests a moderating role in other contexts Wasito (2021), the present results do not provide strong empirical support for H4.

CONCLUSION

Based on the regression estimates, work discipline is positively related to employee performance at the Pati Regency Transportation Service ($\beta = 0.184$). In contrast, organizational commitment does not demonstrate the expected positive effect because its coefficient is negative ($\beta = -0.199$). The work environment also functions as a moderating factor, as reflected in the positive interaction effects between work discipline and the work environment ($\beta = 0.155$) and between organizational commitment and the work environment ($\beta = 0.037$).

Suggestion

1. The organization should cultivate employee discipline by emphasizing leadership role modeling and consistent enforcement of rules.
2. The organization should maintain a supportive and harmonious work environment to help improve employee performance.
3. The organization should strengthen teamwork and coordination to support performance improvement.

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