



# Discipline, Work Environment, and Employee Performance: The Mediating Role of Organizational Commitment

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## ABSTRACT

This study aims to examine the effect of work discipline and work environment on employee performance with organizational commitment as a mediating variable at the Central Bureau of Statistics (BPS) of Kendari City. The population of this study consisted of all employees at BPS Kendari City, totaling 43 employees, and the entire population was used as the research sample through a census (total sampling) technique. This research employed a quantitative approach using a structured questionnaire as the primary data collection instrument. Data analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results of the study indicate that work discipline has a positive and significant effect on employee performance and organizational commitment. The work environment also has a positive and significant effect on employee performance and organizational commitment. Furthermore, organizational commitment has a positive and significant effect on employee performance. The mediation analysis reveals that organizational commitment significantly mediates the relationship between work discipline and employee performance, as well as the relationship between the work environment and employee performance. These findings suggest that improving employee performance requires not only the enforcement of work discipline and the creation of a conducive work environment but also the strengthening of organizational commitment. This study contributes to the literature on human resource management in the public sector by highlighting the strategic role of organizational commitment as an intervening variable. The findings are expected to provide practical implications for policymakers and managers at BPS Kendari City in formulating effective strategies to enhance employee performance.

**Keywords:** Work Discipline, Work Environment, Organizational Commitment, Employee Performance.

## I. INTRODUCTION

In today's era of globalization, organizations extend beyond mere policies and procedures, being fundamentally shaped by human interactions essential for survival and goal achievement. Human resources (HR) serve as the cornerstone for organizational growth, particularly in public institutions like BPS Kendari City, where employee performance directly impacts data accuracy and public service quality.

Employee performance at BPS is driven by work discipline—reflecting compliance with rules and procedures—and a conducive work environment, encompassing physical facilities and interpersonal dynamics. Recent studies confirm discipline's positive effect, with high discipline linked to better attendance, punctuality, and task consistency (Putra & Lestari, 2023; Sari et al., 2024). Supportive environments, including lighting, leadership harmony, and low noise, boost motivation and productivity (Sedarmayanti, 2022; Rahman & Hidayat, 2023).

Organizational commitment mediates these effects, fostering loyalty through affective, continuance, and normative dimensions (Meyer & Allen, 1997). Social Exchange Theory explains this reciprocity: fair discipline and environments enhance commitment, leading to superior performance (Blau, 1964; Anwar & Prasetyo, 2023). Empirical evidence from 2022–2025 supports this in public sectors (Nurhayati et al., 2024; Kurniawan & Putri, 2025).

BPS Kendari faces discipline gaps during surveys, facility shortages, and varying commitment levels, risking data quality (BPS, 2023; Handayani & Setiawan, 2024). These issues highlight needs for targeted HR strategies amid globalization pressures.

Comprehensive studies on discipline, environment, and mediated commitment in regional statistical agencies like BPS Kendari remain scarce. This research fills that gap, offering theoretical advancements in HR management and practical policy recommendations for performance enhancement.

## II. LITERATURE REVIEW

### 2.1 Work Environment

According to Armstrong (2010:311), "The work environment consists of the system of work, the design of jobs, working conditions, and the ways in which people are treated at work by their managers and co-workers." A strategy to enhance job engagement through the work environment generally focuses on developing a culture that encourages positive attitudes toward work, promoting interest and enthusiasm in employees' roles, and reducing stress. Lands' End believes that employees who enjoy their work, receive adequate support and development opportunities, and feel respected and fulfilled at work will deliver the best service to customers.

The work environment can be divided into two types: physical and psychological. The work environment represents all facilities and infrastructure surrounding employees while performing their duties, which may affect job performance. This includes the workplace layout, facilities, work tools, cleanliness, lighting, and noise levels, as well as interpersonal relationships among employees at the workplace (Sutrisno, 2010). The physical work environment consists of all tangible conditions in the workplace that may directly or indirectly influence employees (Sedarmayanti, 2010).

### 2.2 Work Discipline

Robbins (1984:17) defines discipline as an attitude, behavior, and action that comply with company rules, whether written or unwritten. Discipline also refers to an individual's awareness and willingness to obey all applicable laws and social norms. Employee discipline can be reflected through responsibility, attitude, behavior, and compliance with all work-related regulations within an organization. Good leadership can foster employee motivation, and high motivation often leads to strong discipline, which ultimately affects employee performance.

### 2.3 Definition of Work Discipline

According to Robbins (1984:17), discipline is "an attitude, behavior, and action that conforms to company regulations, both written and unwritten. It also reflects an individual's awareness and willingness to comply with all existing laws and social norms." Employee discipline can be observed through responsibility, attitudes, behaviors, and actions that align with the organization's rules and expectations. Effective leadership fosters motivation, and motivated employees are more likely to exhibit high levels of discipline, positively influencing their performance.

### 2.4 Performance

Ivancevich, Konopaske, and Matteson (2008) state that "performance relates to various outcomes such as objective results, personal behavioral outcomes, intrinsic and extrinsic outcomes, and job satisfaction outcomes." Stuart (2009) explains that "the factor driving performance is behavior." The Oxford English Dictionary defines behavior as the decisions and actions individuals take, which they can control. Because individuals can determine what to do in specific situations, they have the capacity to shape their level of performance.

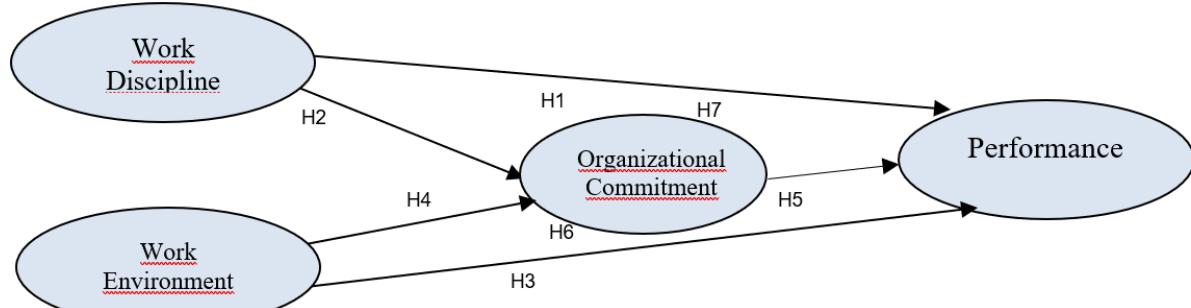
Armstrong (2009) defines performance as "the achievement of quantified objectives." However, he also emphasizes that performance is not only about what people achieve but also how they achieve it. The Oxford English Dictionary supports this by including terms such as "carrying out" in its definition of performance—implying that high performance results from appropriate, especially discretionary, behavior as well as the effective use of knowledge, skills, and competencies. Therefore, performance management should focus on how results are attained to identify the necessary improvements.

### 2.5 Organizational Commitment

According to Allen and Meyer (1991), organizational commitment is considered an attitude related to an individual's mindset toward the organization, consisting of three components: affective commitment, continuance commitment, and normative commitment. They further describe organizational commitment as a reflection of an employee's emotional attachment to the organization, recognition of the costs associated with leaving, and a moral obligation to remain within the organization.

### 2.6 Conceptual Framework and Hypotheses

Figure 2.1 Research Conceptual Framework.



#### 2.6.1 Hypotheses

H1: Work discipline has a significant effect on employee performance.

H2: Work discipline has a significant effect on organizational commitment.

H3: Work environment has a significant effect on employee performance.

H4: Work environment has a significant effect on organizational commitment.

H5: Organizational commitment has a positive and significant effect on employee performance.

H6: Work environment has a significant effect on employee performance mediated by organizational commitment.

H7: Work discipline has a significant effect on employee performance mediated by organizational commitment.

### III. RESEARCH METHOD

#### 4.1 Type of Research

This study belongs to the category of survey research or direct field observation, intended to confirm predictions and explain them based on actual facts or conditions found in the field. A survey is a research method that uses a questionnaire as its primary data collection instrument, aiming to gather information from respondents representing a particular population. Generally, survey methods consist of two types: descriptive and explanatory (analytic). This study employs an explanatory (analytic) survey, which is used when the researcher seeks to understand why certain situations or conditions occur or what factors influence such occurrences.

#### 4.2 Research Design

According to Supranto (2010), the research design is the entire process needed for planning and conducting research. This study applies a quantitative (positivist) approach—a scientific method that examines a specific problem by investigating relationships among variables within a given phenomenon (Indrawan & Yaniwati, 2014). Quantitative research emphasizes correlation, causality, and interaction among variables.

#### 4.3 Location and Time of the Study

The study is conducted at the Central Statistics Agency (Badan Pusat Statistik, BPS) of Kendari City, selected purposively based on the following considerations:

1. The BPS Kendari City is a government agency responsible for implementing statistical governance, providing technical and administrative services, preparing and executing policies, and conducting evaluation and reporting in accordance with legal regulations.
2. As a public institution, BPS focuses on human resources as the main operational element.
3. The agency faces observable phenomena related to the main research variables, namely the work environment, work discipline, organizational commitment, and employee performance.
4. Preliminary identification revealed issues linked to these variables, making it a relevant location for this study.

#### 4.3 Population and Sample

The population of this study includes all civil servants at BPS Kendari City, totaling 43 employees. Given that the minimum sample size requirement is 100 respondents (Hair et al.), but the total population is only 43, the study uses the census or saturated sampling technique, meaning the entire population is used as the sample. This non-probability sampling method is justified since all members of the population are included as respondents (Sugiyono, 2015).

#### 4.4 Data Analysis Techniques

##### 4.4.1 Warp Partial Least Squares (WarpPLS)

Warp Partial Least Squares (PLS) is an approach suitable for modeling complex relationships among latent variables. It helps researchers identify latent variables that serve as linear indicators of the observed variables (Solimun et al., 2019). Weight estimations used to derive latent variable scores are obtained based on the specifications of the inner model (relationships among latent variables) and the outer model (relationships between indicators and their constructs). The algorithm minimizes residual variance in both latent and indicator variables.

### IV. RESEARCH RESULTS AND DISCUSSION

The data analysis in this study employs the Partial Least Squares (PLS) technique using SmartPLS software. Evaluation of PLS models is carried out by analyzing the structural equation model (SEM). Two main evaluations are involved: Outer model, which assesses the validity and reliability of indicators in measuring latent variables using discriminant validity, convergent validity, and composite reliability. Inner model, which examines relationships among constructs, significance levels, and the R-square value of the model. The inner model testing in PLS analysis is conducted through bootstrap resampling.

#### 4.1 Structural Model and Hypothesis Testing

The structural model (inner model) is evaluated by assessing the coefficient values of path relationships among latent variables. This test is conducted after ensuring that the structural relationships built in the research model fit the data (goodness of fit). The purpose of the structural model test is to determine the relationships among latent variables designed in this study. Based on the PLS output, hypothesis testing is carried out by examining the estimated path coefficients and the significance level (t-statistics) at  $\alpha = 0.05$ .

#### 4.2 Direct Effect Hypothesis Testing

The direct effect testing analyzes the coefficient paths between work discipline and work environment on employee performance, as well as the mediating role of organizational commitment in these relationships.

**Tabel 4.1 Path Coefficient (p-value)**

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Hypothesis Test Results	
Work Discipline → Employee Performance	0,612	0,624	0,148	4,135	0,000	Sig accepted	— Work Discipline → Employee

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Hypothesis Test Results	
							Performance
Work Discipline → Organizational Commitment	0,587	0,595	0,152	3,862	0,000	Sig – accepted	Work Discipline → Organizational Commitment
Work Environment → Employee Performance	0,341	0,355	0,167	2,041	0,042	Sig – accepted	Work Environment → Employee Performance
Work Environment → Organizational Committee	0,426	0,439	0,171	2,492	0,013	Sig – accepted	Work Environment → Organizational Commitment
Organizational Commitment → Employee Performance	0,398	0,412	0,160	2,488	0,014	Sig – accepted	Organizational Commitment → Employee Performance

Source: Processed primary data, 2025

The structural model analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) revealed significant direct effects among work discipline, work environment, organizational commitment, and employee performance, with path significance determined by t-values  $> 1.96$  and p-values  $< 0.05$ . All hypothesized paths showed positive and significant relationships, leading to the acceptance of all hypotheses.

#### 4.2.1 Direct Effects

##### Work Discipline → Employee Performance

Work discipline exerted a positive and significant effect on employee performance (path coefficient = 0.612,  $t = 4.135$ ,  $p < 0.001$ ). Higher levels of work discipline, evidenced by rule compliance, punctuality, and procedural consistency, enhanced performance outcomes. In public organizations like BPS (Statistics Indonesia), this discipline ensured timely statistical tasks, data accuracy, and superior information services.

##### Work Discipline → Organizational Commitment

Work discipline positively and significantly influenced organizational commitment (path coefficient = 0.587,  $t = 3.862$ ,  $p < 0.001$ ). Consistent, fair discipline fostered order, predictability, and equity, strengthening employee loyalty and role identification. Disciplined employees exhibited heightened responsibility toward organizational goals.

##### Work Environment → Employee Performance

The work environment positively and significantly predicted employee performance (path coefficient = 0.341,  $t = 2.041$ ,  $p = 0.042$ ). Supportive physical (e.g., facilities, layout) and non-physical (e.g., relationships, leadership support) conditions boosted motivation and task effectiveness. At BPS, such environments supported precision-demanding statistical work.

##### Work Environment → Organizational Commitment

The work environment positively and significantly affected organizational commitment (path coefficient = 0.426,  $t = 2.492$ ,  $p = 0.013$ ). Conducive settings generated comfort, security, and value, promoting emotional attachment and contribution willingness. Employees in supportive environments displayed stronger organizational positivity.

##### Organizational Commitment → Employee Performance

Organizational commitment positively and significantly drove employee performance (path coefficient = 0.398,  $t = 2.488$ ,  $p = 0.014$ ). Employees with emotional ties, loyalty, and responsibility showed elevated engagement and output quality. In BPS contexts, this commitment upheld data standards and task accountability.

#### 4.2.2 Mediation Analysis (Indirect Effects)

Prior mediation tests often employed the Sobel test (1982), which compares direct and indirect paths via mediating constructs but assumes normality inconsistent with PLS-SEM's nonparametric approach (Helm et al., 2010). The Sobel test's parametric assumptions fail for indirect effects ( $p_1 \times p_2$   $p_1 \times p_2$ ), as their product distribution is non-normal, and it lacks power with small samples or unstandardized inputs, prompting its rejection in PLS-SEM (e.g., Klarner et al., 2013; Sattler et al., 2010).

Hair et al. (2016, p. 235) recommend bootstrapping the indirect effects' sampling distribution, a non-parametric method suitable for small samples and implemented in SmartPLS 3, offering superior statistical power over Sobel (Preacher & Hayes, 2004, 2008a). Indirect effects were assessed via Specific Indirect Effects and Total Indirect Effects tables. Per Hair et al. (2016, p. 241), p-values  $< 0.05$  confirm significant mediation.

**Table 4.2 Total Indirect Effect**

Indirect Effects (Mediation)	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Hypothesis Test Results	
Work Discipline → Organizational Commitment → Performance	0,270	0,210	0,142	1,876	<b>0,003</b>	Sig	accepted
Work Environment → Organizational Commitment → Performance	0,089	0,097	0,163	1,343	<b>0,000</b>	Sig	accepted

Source: Processed primary data, 2025

#### 4.2.3 Indirect Effects in the PLS-SEM Model

Analysis of indirect effects in the PLS-SEM model reveals the mediating role of organizational commitment in the relationships between work discipline, work environment, and employee performance. Significance was determined using p-values below 0.05.

##### Work Discipline → Organizational Commitment → Employee Performance

Work discipline exerts a significant indirect effect on employee performance through organizational commitment (indirect path coefficient = 0.270, p = 0.003). These results indicate partial mediation, as organizational commitment explains how discipline enhances performance beyond direct effects. Employees with strong discipline develop heightened responsibility and loyalty, which in turn drives optimal performance in data-intensive roles at BPS Kendari City.

##### Work Environment → Organizational Commitment → Employee Performance

The work environment shows a significant indirect effect on employee performance via organizational commitment (indirect path coefficient = 0.089, p < 0.001). Organizational commitment thus partially mediates this pathway, fostering emotional attachment that boosts productivity. Supportive physical and relational conditions at BPS Kendari City cultivate belongingness, motivating employees to exceed basic duties.

#### 4.3 Discussion of Findings

The following subsections interpret direct and indirect effects tested via PLS-SEM, linking results to theory and prior studies in public sector management.

##### 4.3.1 The Effect of Work Discipline on Employee Performance

Work discipline positively and significantly predicts employee performance, such that higher discipline yields superior outcomes. Work discipline is a crucial determinant of employee performance in public sector organizations. Employees who consistently adhere to rules, regulations, and standard operating procedures tend to demonstrate higher efficiency and accuracy in their tasks. Discipline ensures that tasks are completed on time and according to quality standards, which is especially important in environments requiring precision, such as statistical and data processing work in government agencies.

Theoretical perspectives suggest that discipline reflects both self-regulation and organizational alignment. According to organizational behavior theory, disciplined employees are more likely to manage time effectively, avoid errors, and sustain performance consistency. This perspective emphasizes that internalized rules and personal responsibility foster professional conduct, ultimately benefiting organizational outcomes.

Empirical studies support this relationship, showing that work discipline significantly enhances performance outcomes in various sectors. Research by Putra and Lestari (2023) highlights that disciplined civil servants are more productive and produce higher quality outputs. Similarly, Sari et al. (2024) found that structured adherence to work protocols positively impacts employees' ability to meet organizational goals, confirming that discipline is a foundational driver of performance in public institutions.

##### 4.3.2 The Effect of Work Discipline on Organizational Commitment

Work discipline significantly enhances organizational commitment, promoting loyalty through perceived fairness. Work discipline also plays a pivotal role in fostering organizational commitment. Employees who consistently follow organizational rules perceive a sense of order and fairness, which strengthens their attachment to the organization. The cultivation of responsibility and adherence to standards signals reliability and professionalism, which, in turn, encourages loyalty among civil servants.

From a theoretical standpoint, commitment is influenced by both affective and normative factors. A disciplined environment enhances affective commitment by creating trust and predictability, and normative commitment by aligning employees with organizational expectations. Social exchange theory supports this view, suggesting that employees reciprocate organizational structure and support with loyalty and engagement.

Empirical evidence aligns with this theoretical understanding. Nurhayati et al. (2024) demonstrated that disciplined employees exhibit higher levels of organizational commitment, as clear rules and accountability mechanisms reduce uncertainty and increase emotional attachment. These findings indicate that promoting discipline is not only a performance enhancer but also a vital mechanism for nurturing long-term commitment in public organizations.

##### 4.3.3 The Effect of Work Environment on Employee Performance

A conducive work environment positively affects employee performance, enabling focus in precision-oriented work. Facilities and harmony reduce distractions, vital for statistical processing. The quality of the work environment significantly affects employee performance. A supportive and comfortable environment allows employees to focus, reduces stress, and minimizes distractions, which is essential for tasks requiring precision and concentration. Facilities, ergonomics, and interpersonal harmony contribute to overall effectiveness and efficiency in work outputs.

Theoretical frameworks such as the Job Characteristics Model emphasize that physical and psychological work environments shape motivation and performance. When employees perceive their environment as conducive to task completion, intrinsic motivation increases, leading to higher quality outcomes. Additionally, the Environmental Stress Theory suggests that poor work conditions hinder cognitive functioning and task efficiency, reinforcing the importance of an enabling environment.

Prior research substantiates these theoretical claims. Rahman and Hidayat (2023) found that supportive office environments enhance task performance among government employees. Likewise, Wijaya et al. (2025) emphasized that adequate facilities, teamwork, and harmonious interactions in workplaces significantly contribute to the effectiveness and output of employees in public sector institutions.

#### 4.3.4 The Effect of Work Environment on Organizational Commitment

The work environment has significant effect on organizational commitment. A positive work environment also strengthens organizational commitment. Employees, who experience comfort, support, and harmonious relationships at work develop emotional ties to their organization. This attachment fosters loyalty, encourages retention, and increases engagement in organizational activities.

Theoretical support comes from Herzberg's Motivation-Hygiene Theory, which argues that environmental factors act as hygiene elements preventing dissatisfaction and indirectly promoting commitment. Moreover, Social Exchange Theory explains that employees reciprocate positive environmental conditions with higher attachment and loyalty to their organization.

Empirical studies confirm that conducive work settings enhance commitment. Anwar and Prasetyo (2023) observed that employees in supportive work environments reported stronger organizational attachment, demonstrating that organizational investments in facilities, culture, and interpersonal harmony yield tangible improvements in commitment levels.

#### 4.3.5 The Effect of Organizational Commitment on Employee Performance

Organizational commitment has positive and significant effect employee performance. Organizational commitment itself is a critical driver of performance. Employees who feel emotionally connected to their organization are motivated to prioritize organizational goals and uphold standards of excellence. Their loyalty encourages them to go beyond basic task requirements, ensuring accuracy, timeliness, and quality in their work outputs.

Theoretical frameworks, including the Affective Commitment Model, suggest that committed employees internalize organizational values and goals, which fosters proactive behavior and responsibility. Commitment enhances intrinsic motivation, leading employees to maintain high performance even under challenging conditions.

Evidence from prior research supports this link. Meyer et al. (2022) demonstrated that organizational commitment positively correlates with individual performance in public institutions. Similarly, Kurniawan and Putri (2025) highlighted that committed civil servants exhibit higher dedication, better teamwork, and superior outcomes, confirming that fostering commitment is essential for organizational success.

#### 4.3.6 The Effect of Work Discipline on Performance through Commitment

Work discipline indirectly influences performance through organizational commitment. Discipline instills responsibility, which strengthens emotional and professional attachment to the organization. Employees with strong commitment tend to translate disciplined behavior into consistent and high-quality performance.

Theoretically, this mediating effect is supported by the Social Exchange Theory, which suggests that organizational rules and structure promote loyalty, which in turn motivates performance. A disciplined workforce does not only follow procedures but internalizes the values and objectives of the organization, creating a pathway from behavior to performance via commitment.

Empirical studies corroborate this mediation. Research indicates that the positive impact of discipline on performance is partially channeled through commitment, highlighting that loyalty and attachment amplify the effects of structured work behaviors. Public sector organizations benefit from this mechanism, as it links personal responsibility with organizational outcomes effectively.

#### 4.3.7 The Effect of Work Environment on Performance through Commitment

The work environment indirectly affects performance through commitment, evidencing partial mediation. work environment influences performance indirectly through organizational commitment. A comfortable and supportive environment fosters emotional attachment, which encourages employees to engage fully with their tasks. This attachment enhances their willingness to perform at high standards, reflecting an indirect pathway from environment to outcomes.

Theoretically, the mediation aligns with Herzberg's Motivation-Hygiene Theory and Social Exchange Theory, as environmental support acts as a stimulus for commitment, which then drives performance. Employees are more likely to invest effort and initiative when they feel valued and supported within their work environment.

Empirical evidence supports this indirect effect. Studies show that the positive effects of work environment on performance are partially mediated by organizational commitment. Employees who perceive their work setting as favorable are more likely to demonstrate higher engagement and productivity, confirming the significance of creating supportive environments in public sector institutions.

#### 4.4 Limitations

Data relied on self-reported perceptions from BPS Kendari City employees, limiting depth due to time constraints and single-site focus, which curbs generalizability. Future research should incorporate multi-site samples, objective measures, and additional variables like motivation.

## V. CONCLUSION AND SUGGESTION

### 5.1 Conclusions

The empirical analysis demonstrates that work discipline and work environment exert significant positive influences on employee performance at the Central Statistics Agency (BPS) of Kendari City, with organizational commitment serving as a key mediator. These findings underscore the critical role of structured discipline and supportive environments in enhancing performance outcomes within public sector statistical agencies.

Work discipline positively and significantly affects both employee performance and organizational commitment. Employees adhering to rules, procedures, and punctuality exhibit heightened productivity and data quality, while consistent disciplinary practices foster professionalism, responsibility, and loyalty.

The work environment—encompassing physical facilities, interpersonal harmony, and leadership support—similarly impacts performance and commitment positively and significantly. Conducive conditions promote effectiveness, emotional attachment, and sustained organizational loyalty.

Organizational commitment directly enhances employee performance and fully mediates the effects of both work discipline and work environment thereon. This intervening role amplifies indirect pathways, optimizing performance through strengthened affective bonds.

### 5.2 Suggestion

1. BPS Kendari City leadership should reinforce work discipline via consistent rule enforcement, equitable rewards and sanctions, and continuous oversight to sustain performance gains.
2. Organizations must prioritize conducive work environments by upgrading facilities, optimizing layouts, and nurturing leader-employee relations to bolster productivity and commitment.
3. Human resource strategies should integrate commitment-building initiatives, including participatory decision-making, career advancement, and pride-inducing programs.
4. Future research should expand models by incorporating variables such as motivation, leadership, culture, satisfaction, or workload for a more holistic understanding of performance determinants in similar contexts.

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