

THE INFLUENCE OF WORK ENVIRONMENT AND WORK DISCIPLINE ON PERFORMANCE THROUGH WORK COMMITMENT OF THE MALANG REGENCY EDUCATION OFFICE

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ABSTRACT

This study aims to analyze the influence of the work environment, work discipline, and organizational commitment on employee performance, as well as the role of commitment as a mediating variable at the Malang Regency Education Office. This study uses a quantitative approach with a census method, involving the entire population of 55 employees as respondents. The data analysis technique uses Partial Least Square (PLS) with the help of SmartPLS 3.0 software.

The results of the study indicate that the work environment, work discipline, and organizational commitment each have a positive and significant influence on employee performance. Furthermore, organizational commitment has been shown to mediate the relationship between the work environment and performance, as well as between work discipline and performance. These findings indicate that improving the work environment and work discipline will be more effective in boosting employee performance when accompanied by increased organizational commitment. Therefore, management needs to strengthen the work environment, work discipline, and commitment to achieve optimal organizational performance.

Keywords: work environment, work discipline, organizational commitment, employee performance,

INTRODUCTION

The success of an organization in achieving its goals is largely determined by its performance, which is influenced by both external and internal factors. External factors include economic, social, and political conditions, and technological developments, while internal factors include human resources, organizational structure, organizational culture, and management systems (Nguyen, Yandi, & Mahaputra, 2020). Technological developments have changed people's work mindsets, forcing individuals to adapt to new ways of working, and increasing demands for competence and creativity. In today's era of globalization, increasingly fierce competition requires every agency or organization to manage its resources effectively and efficiently. Therefore, good performance is not merely about carrying out tasks; it must also be high-quality, measurable, and contribute to the organization's long-term success (Hakim, 2015; Nova, 2024). The higher the quality of an organization's performance indicators, the higher the level of success it can achieve. Only high performance can increase an organization's effectiveness and competitiveness in the long term.

Developing high-quality performance with high competitiveness can be achieved through managing a conducive work environment. The work environment plays a crucial role in influencing the behavior, motivation, and work methods of organizational members (Artina, Isyandi, & Sri Indarti, 2014; Jusmin, 2016). A positive work environment can guide individuals to work productively and efficiently, thereby increasing employee contributions to organizational goals (Marlinse, Lianto, & Arestia,

2022; Mintaraga, Fahrizi, & Zulfikar, 2019). A conducive work environment also creates an atmosphere that supports communication, collaboration, and innovation. The work environment reflects the general perception of all organizational members regarding the existing physical, psychological, social, and cultural conditions of the work environment. Thus, even though individuals have different backgrounds or positions, they tend to have the same terminology and understanding regarding the work environment within the organization (Naraha, Syauta, & Jouwe, 2020; Sutrisno, 2019).

In addition to the work environment, work discipline is also a crucial factor influencing employee performance. Work discipline encompasses adherence to rules, punctuality, responsibility in completing tasks, and consistency in carrying out obligations (Mardeli, Yansahrita, Afrina, & Sahlan, 2019; Rivai, 2021). Highly disciplined employees demonstrate strong dedication and responsibility, which ultimately drives optimal organizational performance. Work discipline also plays a role in fostering a culture of professionalism, which can increase motivation, reduce errors, and strengthen employee loyalty to the organization (Mardikaningsih, 2020; Rahadi & Ocktaliani, 2019).

Work commitment is a variable that mediates the relationship between the work environment, work discipline, and performance. Employees with high commitment tend to demonstrate greater loyalty, dedication, and responsibility in carrying out their duties, thereby encouraging the effective achievement of organizational goals (Budi, Choerudin, & Winarna, 2016; Hakim, 2015). Conversely, a lack of work commitment can lead to decreased motivation and productivity, even if the work environment is conducive and work discipline is implemented. Work commitment reflects not only loyalty to the organization but also employee awareness of the importance of their role in achieving the organization's vision, mission, and goals (Santoso & Kambara, 2020; Wintari, Gama, & Astiti, 2021).

The phenomenon occurring within the Malang Regency Education Office indicates that employee performance is not yet fully optimal. This is influenced by several factors, including a less than fully conducive work environment, varying levels of employee discipline, and suboptimal work commitment (Sabarofek & Sawaki, 2018; Tutu, Areros, & Rogahang, 2022). The work environment is sometimes not aligned with employee values and expectations, thus disrupting work effectiveness. Organizations in placing the right employees require careful consideration and decisions so that employees can work optimally. According to Sedarmayanti (2018), the work environment is the beliefs, attitudes, and values generally held by organizational members, which arise and develop through the process of organizational interactions. Naraha, Syauta, & Jouwe (2020) add that the work environment is a subjective aspect that reflects an individual's perception of what occurs within the organization.

The suboptimal performance of employees within the Malang Regency Education Office is indicated by many contributing factors, including the work environment, work environment, and commitment. Employee performance is heavily influenced by various situational aspects that can encourage improved individual and group performance. This determines employee contributions to achieving the vision, mission, and goals of the organization or agency. Work environment problems, especially those related to the values implemented within the organization, sometimes do not align with employee desires, thus impacting employee work effectiveness. Organizations in placing the right people do require appropriate consideration and decisions. According to Sedarmayanti (2018), it is a belief, attitude, and value that are

generally held that arise within the organization so that the Work Environment is a subjective aspect of what happens within the organization (Naraha, Syauta, & Jouwe, 2020).

Relevant research conducted by Hakim (2015) shows that the work environment influences employee performance. Relevant research conducted by Artina (2018) states that the work environment does not influence performance. Based on the phenomena, theoretical basis, and gap theory and gap research, it is necessary to re-empirically test the influence of the work environment on employee performance.

In addition to the work environment, work discipline can encourage work commitment in employees, this is in accordance with research (Haryanto & Dewi, 2020), (Santoso & Kambara, 2020) and (Octarinie, Fane, & Delimawati, 2023) and (Mardikaningsih, 2020) which states that work discipline can influence the level of employee work commitment. Likewise with the Work Environment, the Work Environment implemented by the company will be understood in depth by employees can encourage a high level of work commitment, this is in accordance with research (Naraha et al., 2020), (Rijanto, 2018) and (Budi, Choerudin, & Winarna, 2016) which states that the Work Environment can influence employee work commitment.

Discipline is a person's behavior that complies with the organization's rules and work procedures, both written and unwritten. Work discipline must be instilled in every employee, from the leadership level to the subordinate level. Work discipline is a tool used by line managers to communicate with employees to encourage them to change their behavior and to increase their awareness and willingness to comply with company regulations and applicable social norms (Rivai, 2021).

In addition to the work environment and employee discipline, work commitment also influences employee performance. Commitment is something that motivates a person to be determined, determined, hard-working, self-sacrificing, and responsible in order to achieve their goals and the goals of the organization or company that have been agreed upon or predetermined. This reflects the extent to which employees feel connected to the organization's goals and values, as well as their desire to actively contribute to achieving organizational success. (Wintari, Gama, & Astiti, 2021)

Commitment plays a crucial role, particularly in a person's performance at work. This is due to the commitment that serves as a guide and encouragement that makes them more responsible for their duties and obligations. However, in reality, many organizations or companies pay little attention to the commitment/loyalty of their employees, resulting in suboptimal performance. According to (Marlinse, Lianto, & Arestia, 2022), work commitment is an attitude demonstrated by an individual through identification, involvement, and loyalty to the organization, as well as a desire to remain within the organization and a reluctance to leave under any circumstances.

Performance refers to the results or achievements of an individual, team, organization, or system in carrying out their duties. In an organizational context, performance can be assessed based on the achievement of predetermined targets, the efficiency of resource use, innovation, and the quality of services or products produced. In an individual context, performance refers to the results of an individual's work in carrying out assigned tasks. It is possible that each organization has a different method for assessing performance, based on predetermined targets. An organization's performance is influenced by how its individuals perform and contribute to the organization's performance (Nguyen, Yandi, & Mahaputra, 2020).

Theoretical basis

Work environment

The environment comes from the Sanskrit language "budhayah" as the plural form of the root word "budhi" which means reason or everything related to reason, values and mental attitudes. The environment is always social in the sense of continuing the traditions of a group of people whose material aspects are transferred historically and absorbed by generations according to the prevailing "values". Values here are the highest measures for human behavior. (Mintaraga, Fahrizi, & Zulfikar, 2019) (Sabarofek & Sawaki, 2018) define the environment as fundamental assumptions and patterns of meaning, which are considered appropriate to be adopted and manifested by all parties participating in the organization. In another part (Supriyadi, Zaharuddin, & Wahyuningsih, 2023) views the environment as something that refers to the values, beliefs, practices, rituals and habits of an organization. And helps shape behavior and adjust perceptions.

The importance of the environment in supporting the success of the work unit according to (Sutrisno, 2019) the environment provides the identity of its employees, the environment is also a source of stability and continuity of the organization that provides a sense of security for its employees, and more importantly the environment helps stimulate employees to be enthusiastic about their duties. While the fundamental purpose of the environment is to build human resources as a whole so that everyone is aware that they are in a relationship of role nature as a customer supplier in communicating with others effectively and efficiently and happily. (Nova, 2024)

According to (Tutu, Areros, & Rogahang, 2022), the work environment is a long-standing habit that is used and implemented in work activities as a driving force for improving the quality of employee work. Suaiba's opinion *et al.*, (2021) work environment (*corporate culture*) is a rule of play within an organization that serves as a guideline for human resources in carrying out obligations and values for behavior within the organization.

Work discipline

According to (Diposentono, Zainal, & Hakim, 2023) Work discipline is a tool used by managers to supervise employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of someone to comply with all company regulations and applicable norms. For example, some employees are accustomed to being late for work, ignoring safety procedures, neglecting detailed work required for their jobs, acting rudely to customers or engaging in inappropriate actions. Employee discipline requires a supervisory tool, especially in specific warnings to employees who are unwilling to change their nature and behavior.

According to (Rahadi & Ocktaliani, 2019) work discipline is an operative function of HR management. The better the employee discipline in a company, the higher the work performance achieved. Good discipline reflects the extent of a person's responsibility for the tasks assigned to him. A company cannot run well if employee management in work discipline towards employees is not managed properly. Work discipline is an attitude and behavior and actions in accordance with the rules of the agency, both written and unwritten. In line with the opinion of (Mardeli, Yansahrita, Afrina, & Sahlan, 2019) stated that work discipline is an attitude of willingness and willingness of a person to comply with and obey the norms of regulations that apply around him. According to Garmo (in Ramadona et al., 2020: 14) the core quality of

personal responsibility is work discipline. A person's work discipline can be seen from neatness, punctuality, thrifty attitude, and so on. Discipline comes from the Latin word "disciplina," meaning giving orders for discipline. Work discipline refers to the focus and purpose of life, stemming from character qualities. Work discipline can be used by individuals to concentrate on achieving goals in education, sports, music, business, or interpersonal relationships.

Work commitment

Having a sense of attachment to a philosophy and work unit will increase the likelihood of employees remaining in the work unit compared to employees who do not have a sense of attachment to the work unit. Shadur, Kinzle, and Rodwell (2017) explain that employees who have a commitment to the work unit show a strong sense of identification and involvement of employees in the work unit, as stated below. "*Organizational commitment was defined as the strength of an individual's identification with and involvement in a particular organization*". Employees who are committed to their work unit are more likely to stay than those who are not. Husselid and Day (2015: 387) in Agustina (2015) stated that work commitment can reduce the desire to leave the organization or work unit. They tend to show high levels of involvement, which is manifested in attitudes and behaviors. Furthermore, employees who demonstrate commitment will feel happier with their work, waste less time at work, and are less likely to leave the workplace (Robinson, Simourd, and Propirino, 2017).

According to Handoko and Rambe (2018) Commitment is a condition where an employee sides with a particular organization and its goals and desires to maintain membership in the organization. So, high job involvement means siding with a particular job of an individual, while high job commitment means siding with the organization that recruited the individual. According to Sopiah (2008) revealed that: Job commitment is a behavioral dimension that can be used to assess employee tendencies, Job commitment is a relatively strong identification and involvement of a person with the organization, Job commitment is the desire of organizational members to maintain their membership in the organization and are willing to work hard for the achievement of organizational goals.

From this description, it can be concluded that the concept of commitment essentially emphasizes how the relationship between employees and their work units creates an attitude that can be seen as a sense of attachment to the philosophy and work unit. Employees will wholeheartedly uphold and promise to carry out their assigned duties in accordance with the principles established by a group of individuals or bodies bound together in a collaborative framework to achieve a specific goal.

Performance.

Nurjaya (2021) states that performance is the level of achievement of results from carrying out certain tasks. Company performance is the level of achievement of results in order to realize company goals. Putri (2021) states that performance is the results of a person's or group's work functions within an organization over a certain period of time that reflects how well that person or group fulfills the requirements of a job in an effort to achieve organizational goals. According to Kasmir (2016), "Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given within a certain period." According to

Rivai & Basri in Masram (2017), it states: "Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, predetermined targets that have been mutually agreed upon." Performance is the work results that can be achieved by a person or group of people within an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with norms and ethics (Pratama and Soekarno, 2021).

Performance is the achievement of organizational goals, which can be expressed in quantitative or qualitative output, creativity, flexibility, reliability, or other desired outcomes. Performance emphasis can be short-term or long-term, and can be at the individual, group, or organizational level. Individual performance contributes to group performance, which in turn contributes to organizational performance. (Fariyani, Pertiwi, and Anwar: 2023)

This is also in accordance with research by Ashari, Gendut S. and Hesty P. R, (2021) which states that company performance is largely determined by the performance of its own employees, employee performance can determine whether a company's performance is good or bad.

RESEARCH METHODS

This research uses a quantitative approach with a survey research method, namely research that takes samples from a population and uses questionnaires as the primary data collection tool. Based on the established research objectives, this type of research is *explanatory research*, namely a type of research that attempts to explain the relationship between research variables and test previously formulated hypotheses. This research is called hypothesis testing research *testing research*. Although it contains descriptions, as relational research, it focuses on explaining the relationships and influences between research variables. (Singarimbun, 2015).

Population and Sample

A population is a generalization area consisting of: "objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn" (Sugiyono, 2014:61). A population is all research subjects who have the same characteristics. The population in this study was all 55 employees of the Malang Regency Education Office.

A research sample is a portion of a population taken from a data source and capable of representing the entire population. A sample, or example, can simply be defined as a portion of a population that represents the overall nature and characteristics of the population. This study used a saturated sampling method, also known as a census, where all members of the population were sampled. This was due to the relatively small number of employees, allowing all 55 employees, namely employees of the Malang Regency Education Office, to be selected as respondents.

Hypothesis Analysis and Testing Techniques

The data used in this study were analyzed using a quantitative approach. *Partial Least Square* (PLS) with the help of the smart PLS 3.0 analysis tool. Analysis with this approach is a quantitative analysis and was chosen because the model

used in this study is a causal relationship and is recursive, meaning it only has a one-way relationship and cannot be a reciprocal relationship. PLS is able to test weak theories and weak data such as small sample sizes or data normality problems (Ghazali, 2015). Research from Sholihin and Ratmono (2020:82) states that the advantage of using the PLS approach is that it is able to test path analysis models of many variables simultaneously or simultaneously, not gradually so that this model is more appropriate in testing theories. The data analysis steps in the PLS approach are as follows:

1. Designing a structural model (*inner model*) is a model that connects latent variables.
2. Designing a measurement model (*outer model*) is a model that connects indicators with latent variables.

RESEARCH RESULTS AND DISCUSSION

Research result

Outer Model (Measurement Model and Indicator Validity)

The relationship model between variables and indicators in the measurement model for Reflective variables, namely the variables Work Environment, Work Discipline, Organizational Commitment and Employee Performance, is based on the outer Loading table.

Convergent Validity

Tabel 2 Outer Loadings

| | Original Sample (THE) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV) | P Values |
|--|------------------------------|------------------------|-----------------------------------|--------------------------------|-----------------|
| X1.1 <- Work Environment (X1) | 0,631 | 0,621 | 0,139 | 4,532 | 0,000 |
| X1.2 <- Work Environment (X1) | 0,734 | 0,737 | 0,072 | 10,178 | 0,000 |
| X1.3 <- Work Environment (X1) | 0,812 | 0,812 | 0,052 | 15,530 | 0,000 |
| X1.4 <- Work Environment (X1) | 0,633 | 0,626 | 0,130 | 4,868 | 0,000 |
| X1.5 <- Work Environment (X1) | 0,545 | 0,536 | 0,140 | 3,902 | 0,000 |
| X2.1 <- Work discipline (X2) | 0,721 | 0,713 | 0,099 | 7,316 | 0,000 |
| X2.2 <- Work discipline (X2) | 0,803 | 0,788 | 0,076 | 10,617 | 0,000 |
| X2.3 <- Work discipline (X2) | 0,751 | 0,743 | 0,121 | 6,205 | 0,000 |
| X2.4 <- Work discipline (X2) | 0,815 | 0,814 | 0,072 | 11,363 | 0,000 |
| Y1 <- Employee Performance (Y) | 0,797 | 0,786 | 0,068 | 11,771 | 0,000 |
| Y2 <- Employee Performance (Y) | 0,799 | 0,809 | 0,052 | 15,265 | 0,000 |
| Y3 <- Employee Performance (Y) | 0,709 | 0,697 | 0,101 | 7,025 | 0,000 |
| Y4 <- Employee Performance (Y) | 0,844 | 0,845 | 0,037 | 22,762 | 0,000 |
| Z1 <- Work commitment (Z) | 0,880 | 0,875 | 0,039 | 22,481 | 0,000 |
| Z2 <- Work commitment (Z) | 0,849 | 0,849 | 0,038 | 4,959 | 0,000 |
| Z3 <- Work commitment (Z) | 0,843 | 0,810 | 0,103 | 8,158 | 0,000 |

Source: Processed primary data

Based on Tabel 2 Outer Loadings, the model of the relationship between reflective variables Work Environment, Work Discipline, Organizational Commitment, and Employee Performance shows that all indicators used in this study are valid, because

they have a valuefactor loading above 0.5 as well as significant p-valuesThis indicates that each indicator has a strong relationship with the variable it measures, so it can be trusted to represent the concept being studied. In addition, the valueT-statisticsThe high correlation further strengthens the significant relationship between the indicator and its variables. Thus, this model has good convergent validity and can be used to analyze the relationships between variables in this study.

Tabel 3. Construct Validity

| | Average Variance Extracted (AVE) |
|--------------------------------------|----------------------------------|
| WORK ENVIRONMENT (X1) | 0,706 |
| WORK DISCIPLINE (X2) | 0,768 |
| OFFICER PERFORMANCE (Y) | 0,613 |
| ORGANIZATIONAL COMMITMENT (Z) | 0,782 |

Source: Processed primary data

The next measurement model is value*Avarage Variance Extracted (AVE)*, which is the value indicating the magnitude of the indicator variance contained by the latent variable. Convergence An AVE value greater than 0.5 also indicates good validity for the latent variable. In the reflective indicator variable, it can be seen from the Average variance extracted (AVE) value for each construct (variable). A good model is required if the AVE value of each construct is greater than 0.5. The test results show that the AVE value for the constructs (variables) of Work Environment, Work Discipline, Organizational Commitment and Employee Performance has a value greater than 0.5, so it is valid.

Construct Reliability

Tabel 4. Construct Reliability

| | Cronbach's Alpha | rho_A | Composite Reliability |
|--------------------------------------|------------------|--------------|-----------------------|
| WORK ENVIRONMENT (X1) | 0,792 | 0,804 | 0,878 |
| WORK DISCIPLINE (X2) | 0,762 | 0,829 | 0,869 |
| OFFICER PERFORMANCE (Y) | 0,728 | 0,791 | 0,811 |
| ORGANIZATIONAL COMMITMENT (Z) | 0,781 | 0,707 | 0,775 |

Source: Processed primary data

Construct reliability is measured by the value*composite reliability*,reliable construct if the value*composite reliability*above 0.70, the indicator is said to be consistent in measuring its latent variables. The test results show that the constructs (variables) of the Work Environment, Work Discipline, Organizational Commitment, and Employee Performance variables have a value of*composite reliability*greater than 0.7 so it is reliable.

Inner Model (Structural Model Testing)

Testing of the structural model is done by looking at the R-Square value which is a test*goodness-fit model*.The inner model test can be seen from the R-square value in the equation between latent variables. The R-square value²explains how much the

exogenous (independent/free) variables in the model are able to explain the endogenous (dependent/bound) variables

Table 5. R Square

| | R Square | R Square Adjusted |
|--------------------------------------|-----------------|--------------------------|
| OFFICER PERFORMANCE (Y) | 0,786 | 0,771 |
| ORGANIZATIONAL COMMITMENT (Z) | 0,407 | 0,378 |

Source: Processed primary data

Table 5 presents the R Square (R^2) values for the variables Organizational Commitment (Z) and Employee Performance (Y) as an indicator of the extent to which the research model can explain variations in each dependent variable. The R^2 value for Organizational Commitment is 0.407, which means that the model is able to explain 40.70% of the variability in Organizational Commitment. In other words, the independent variables in this study, namely Work Environment and Work Discipline, have a contribution of 40.70% to changes in Organizational Commitment. However, there is still 59.30% of the variability in Organizational Commitment that is not explained by this model, which is likely caused by other factors outside the variables used in the study, such as leadership style, work motivation, work environment, or other individual factors, as well as error factors that cannot be avoided in any quantitative research.

Meanwhile, the R^2 value for Employee Performance is 0.786, indicating that the model is able to explain 78.6% of the variability in Employee Performance. This means that the independent variables consisting of Work Environment, Work Discipline, and Organizational Commitment have a significant influence in explaining variations in Employee Performance. This indicates that the better the work environment, the higher the work discipline, and the stronger the organizational commitment of an employee, the higher their performance. However, there is still 21.4% of the variability in Employee Performance that is not explained in this model. Other factors that may influence Employee Performance but have not been included in this study include leadership, job satisfaction, intrinsic motivation, employee welfare, and other aspects that could be considered in future research.

Hypothesis Testing Results

Hypothesis Testing (Direct Effect)

Table 6. Path Coefficients

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Work Environment (X1) -> Employee Performance (Y) | 0,218 | 0,220 | 0,100 | 2,182 | 0,030 |
| Work discipline (X2) -> Employee performance (Y) | 0,373 | 0,389 | 0,110 | 3,393 | 0,001 |

| | | | | | |
|---|-------|-------|-------|-------|--------------|
| Work Commitment (Z) -> Employee Performance (Y) | 0,436 | 0,408 | 0,110 | 3,959 | 0,000 |
|---|-------|-------|-------|-------|--------------|

Source: Processed primary data, 2025

1. Work Environment (X1) has a significant positive influence on Employee Performance with p-values=0,030 smaller than the value $\alpha = 0.05(5\%)$.
2. Work discipline (X2) has a significant positive effect on Employee Performance with p-values=0,001 smaller than the value $\alpha = 0.05(5\%)$.
3. Organizational Commitment (Z) has a significant positive effect on Employee Performance with p-values=0,000 smaller than the value $\alpha = 0.05(5\%)$.

Hypothesis Testing (Indirect Effect)

Table 7 Path Coefficients

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values |
|---|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Work Environment (X1) -> Work Commitment (Z) -> Employee Performance (Y) | 0,193 | 0,194 | 0,097 | 2,550 | 0,022 |
| Work discipline (X2) -> Work commitment (Z) -> Employee performance (Y) | 0,199 | 0,181 | 0,090 | 2,200 | 0,028 |

Source: Processed primary data, 2025

1. Work Environment (X1) has a significant positive influence on Employee Performance through Organizational Commitment with p-values=0,022 smaller than the value $\alpha = 0.05(5\%)$.
2. Work discipline (X2) has a significant positive effect on Employee Performance through Commitment Organization with p-values=0,028 smaller than the value $\alpha = 0.05(5\%)$.

Discussion

The Influence of Work Environment on Employee Performance

Based on research results, the work environment has been proven to have a positive and significant influence on employee performance. This means that the better the work environment implemented in an organization, the higher the level of employee performance produced. A positive work environment reflects values such as discipline, responsibility, teamwork, a strong work ethic, and open and effective communication between leaders and subordinates. These values create a conducive work environment, where employees feel comfortable, motivated, and have a strong sense of responsibility for their work.

A strong work environment also fosters loyalty and commitment to the organization. When employees perceive the organization's work environment as supportive of their needs and expectations, they tend to demonstrate greater dedication, work more efficiently, and strive for excellence. Furthermore, a work environment that encourages openness and innovation facilitates collaboration between teams and enhances adaptability in the face of challenges.

The results of this study are supported by several previous studies, such as those by Prasiani et al. (2020), Sakti et al. (2021), and Muljiyanto (2020), which emphasized that a positive work environment plays a crucial role in improving employee performance. Research by Sulratman et al. (2020) also added that consistently strengthening the work environment will create a more productive and dynamic work environment.

The Influence of Work Discipline on Employee Performance

The results of the study indicate that work discipline has a positive and significant effect on employee performance. The higher the level of work discipline, the better the resulting performance. Work discipline reflects employee compliance with applicable rules, procedures, and work standards. Disciplined employees generally have good time management, work in a structured manner, and demonstrate a high level of responsibility towards their duties. Discipline also strengthens work commitment, increases efficiency, and encourages the creation of a professional and productive work environment. When employees carry out tasks on time and systematically, it is easier for the organization to achieve targets effectively.

These findings align with research by Mappasomba et al. (2017) and Ardianto (2017), which emphasized that work discipline is a crucial factor in achieving employee performance. Conversely, although studies such as those by Kumarawati et al. (2017) found the influence of work discipline to be insignificant, these results reinforce the need to understand the organizational context in implementing work discipline.

The Influence of Organizational Commitment on Employee Performance

The results of the hypothesis test indicate that organizational commitment has a positive and significant effect on employee performance. This means that the higher the level of work commitment to the organization, the better the performance they produce. This commitment reflects the emotional, professional, and moral attachment of employees to the organization, as well as their readiness to contribute to achieving common goals. Employees with high commitment usually demonstrate loyalty, strong work motivation, and responsibility in completing tasks. They are also more proactive, cooperative, and highly dedicated, which ultimately has a positive impact on productivity and the work atmosphere. Work environments inhabited by employees with high commitment tend to be more harmonious, disciplined, and conducive, thereby increasing work effectiveness.

These findings are supported by several previous studies, such as those by Prasiani et al. (2020), Sakti et al. (2021), and Muljiyanto (2020), all of which concluded that organizational commitment is positively correlated with improved employee performance, loyalty, and a supportive work environment. Therefore, organizational commitment is a crucial factor in driving employee performance. Therefore, organizations need to build and maintain work commitment through inspiring leadership, fair policies, and rewards for employee performance and loyalty.

The Influence of Work Environment on Employee Performance Through Commitment

The results of the hypothesis test show that the Work Environment has a positive and significant effect on Organizational Commitment, and Organizational Commitment also has a significant effect on Employee Performance. This means that a strong and positive work environment can increase work commitment, which then has an impact

on increasing their performance. A work environment that prioritizes values such as discipline, cooperation, and responsibility creates a conducive environment, so that employees feel more emotionally and professionally attached to the organization. This commitment encourages them to be more active, loyal, and responsible in carrying out their duties.

Research by Oupen et al. (2020) and Helmela et al. (2020) supports this finding, stating that the work environment not only directly influences performance but also has a greater influence when mediated by organizational commitment. Thus, commitment is a crucial bridge in the relationship between the work environment and performance. Organizations need to consistently build a positive work environment through supportive leadership, open communication, and the implementation of organizational values to continuously improve employee engagement and performance.

The Influence of Work Discipline on Employee Performance Through Organizational Commitment

The analysis results show that work discipline has a positive and significant effect on organizational commitment, and organizational commitment also has a positive effect on employee performance. This means that work discipline not only improves performance directly, but also indirectly through strengthening commitment to the organization. Disciplined employees tend to be more obedient to rules, responsible, and able to manage their work time well. This attitude increases their attachment to the organization, because they feel part of an orderly and professional system. The higher the work discipline, the greater the sense of responsibility and loyalty to the organization, which ultimately improves overall performance.

Previous research by Enny et al. (2020) and Rachmad et al. (2019) supports this finding, stating that good work discipline can foster strong commitment, and conversely, highly committed employees tend to be more disciplined and enthusiastic in carrying out their duties. Therefore, organizations need to foster a disciplined environment through coaching, consistent enforcement of rules, and rewards for good work discipline and performance. This strategy not only creates an efficient work environment but also produces more committed and high-performing employees.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of research that has been conducted regarding the influence of the work environment, work discipline, and organizational commitment on employee performance at the Malang Regency Education Office, the following conclusions can be drawn:

1. The work environment has a positive and significant influence on employee performance. These results indicate that the better the work environment implemented within an organization, the higher the level of employee performance. A strong work environment can create a conducive work environment, increase motivation, and encourage employees to be more productive in carrying out their duties.
2. Work discipline has a positive and significant impact on employee performance. Employees with a high level of work discipline tend to be more compliant with organizational rules, work according to established schedules, and complete

tasks effectively and on time. This directly impacts both individual and overall organizational performance.

3. Organizational commitment has a positive and significant impact on employee performance. Employees with a high level of commitment to the organization are more dedicated, loyal, and motivated to achieve organizational goals. Strong commitment also encourages employees to perform optimally and contribute to improving organizational effectiveness.
4. The work environment influences employee performance through organizational commitment. These findings suggest that a positive work environment can increase employee commitment to the organization, which ultimately positively impacts employee performance. Employees who feel comfortable and connected to the work environment implemented within the organization will be more committed and strive to deliver their best work results.
5. Work discipline influences employee performance through organizational commitment. Disciplined employees not only demonstrate compliance with rules and responsibilities but also tend to have a stronger commitment to the organization. This strong commitment then contributes to improving overall employee performance.

Suggestion

Based on the conclusions obtained, there are several suggestions that can be considered to improve employee performance at the Malang Regency Education Office:

1. Organizational leaders need to continuously instill the values of a work environment that supports collaboration, innovation, and professionalism. Activities such as training, workshops, and motivational programs can help build and maintain a positive work environment.
2. Organizations need to implement a consistent disciplinary system, both through rewards for high-performing employees and appropriate sanctions for rule violations. Furthermore, regular monitoring and evaluation are necessary to ensure employee discipline is maintained.
3. Organizational leaders must create a comfortable work environment and provide opportunities for employees to develop, so that they feel appreciated and increasingly engaged with the organization.

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