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The Effect of Organizational Climate and Work Discipline on Employee Performance with Employee Commitment as an Intervening Variable

Mitha Virgina Rusady[1], Rahmawati Rahmawati[2], Achmad Fauzi[3*]
[1]Universitas Terbuka, Indonesia, jupebiru5432@gmail.com
[2]Universitas Mulawarman Samarinda, Kalimantan Timur, Indonesia, rahmawati@feb.unmul.ac.id
[3]Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, achmad.fauzi@dsn.ubharajaya.ac.id

[*]Corresponding Author: achmad.fauzi@dsn.ubharajaya.ac.id[3]

Abstract: As a way to see how corporate climate and work discipline affect employee success, this study uses employee commitment as a middle ground. An opinion poll of people working in local government offices was used as the quantitative method for this study. Closed-ended polls were used to collect data, and the Structural Equation Modeling (SEM) method was used to look at the results. The results showed that work environment and regulations have a large and positive influence on how well employees do their jobs. In addition, employee dedication successfully mediates the relationship between corporate atmosphere, work discipline, and performance, which makes the indirect effect stronger. The results of this study support theories of motivation and organizational commitment. They show how important it is to create a helpful workplace and encourage employees to be disciplined to increase productivity. Practically, this study emphasizes the importance for organizations to not only focus on managing the working environment and discipline, but also strengthening the psychological and emotional commitment of employees in the Central Balikpapan Sub-district Office. This research also shows the potential of applying this model in different types of organizations to extend the results.

Keywords: organizational climate, work discipline, employee commitment, employee performance, mediation.

INTRODUCTION

Background of the Problem

This research departs from the urgency of improving the performance of the State Civil Apparatus (ASN) amid the challenges of globalization and digital transformation. ASN performance not only represents individual quality, but also reflects the effectiveness of bureaucratic governance and human resource (HR) management in public services. Factors such as organizational climate, work discipline, and employee commitment are crucial in encouraging the effective achievement of organizational goals.

The condition at the Central Balikpapan Sub-district Office shows that the relationship between organizational climate, work discipline, and employee commitment has not been managed optimally. Employee performance achievements are inconsistent and still below the set annual targets. This reflects structural and systemic problems in human resource management, which cannot be solved only through administrative approaches. The complexity of work at the sub-district level, uneven workloads, and weak inter-section coordination exacerbate the situation.

However, these theories have limitations. TPB tends to emphasize individual aspects and does not fully explain the dynamics of structural relationships in government bureaucracy. On the other hand, Motivation Theory often ignores the role of the organizational environment as an external supporting factor, while Social Exchange Theory focuses more on reciprocity in social relationships that do not necessarily occur in the formal hierarchical system of bureaucracy. Therefore, the integration of these three approaches is important in order to obtain a more holistic understanding.

Empirically, previous studies have shown that a conducive organizational climate and high discipline are positively correlated with work productivity. However, the results of these studies have not been entirely consistent. Some studies found that despite a good work climate, performance remains low if employee commitment is weak. This indicates that there are differences in results and potential conflicts of findings between previous studies, which is the gap for this research to be studied more deeply.

Problem Formulation

This study outlines the issues identified, which can be summarized as follows:

1. Does organizational climate have a significant effect on employee performance?
2. Does work discipline have a significant effect on employee performance?
3. Does organizational climate have a significant effect on employee commitment?
4. Does work discipline have a significant effect on employee commitment?
5. Does employee commitment have a significant effect on employee performance?
6. Does organizational climate affect employee performance through employee commitment?
7. Does work discipline affect employee performance through employee commitment?

Research Objectives

The objectives of this study are to:

1. Assess the effect of organizational climate on employee performance.
2. Assess the effect of work discipline on employee performance.
3. Assess the effect of organizational climate on employee commitment.
4. Assess the effect of work discipline on employee commitment.
5. Assess the effect of employee commitment on employee performance.
6. Examine the indirect effect of organizational climate on employee performance through employee commitment.
7. Examine the indirect effect of work discipline on employee performance through employee commitment.

Research Benefits

In theory, the anticipated outcomes of this study are expected to enhance the understanding within the domain of human resource management, especially regarding the relationship between organizational climate, work discipline, and employee performance with commitment as a link. The findings will help understand how internal processes in organizations affect employee productivity.

In terms of practice, this research is expected to provide benefits for organizational

management, especially in formulating policies to create a good working atmosphere and improve work discipline. The policy is expected to increase employee commitment, so that they are more active in achieving organizational goals.

Organizational Climate

The organizational climate denotes the shared perspective of members concerning the work environment, including its values, norms, and policies. A good climate can create psychological conditions that support employee motivation and loyalty, thus contributing to improved performance. Previous research shows that organizational climate has an important influence in shaping positive attitudes and behaviors in the workplace (Rahmawati et al., 2023).

The main factors that shape organizational climate include leadership style, especially transformational leadership that emphasizes openness and human resource development. The organizational culture significantly contributes to enhancing the connection between climate and performance. In the public sector, good organizational climate management is necessary to improve employee discipline, satisfaction, and commitment for better service quality.

However, positive perceptions of organizational climate will not be enough to improve performance without an objective and transparent evaluation system. Therefore, employee commitment serves as a crucial factor that connects the impact of organizational climate to overall performance.

Work Discipline

Work discipline refers to the degree to which employees adhere to the rules and decisions established within the organization, including time discipline, following supervisor directions, and being responsible for completing work (Hasibuan, 2013). High work discipline helps maintain task consistency and effectiveness, thereby improving employee performance. Multiple studies demonstrate that work discipline has a good and significant impact on performance (Robbins et al., 2013).

There are two categories of work discipline: preventive discipline and corrective discipline. Preventive discipline aims to prevent violations through socialization of regulations and coaching, while corrective discipline is applied when violations occur, by providing fair sanctions. Work discipline can also be seen from adherence to working hours, implementation of standard operating procedures (SOPs), and group norms in work culture.

Factors that influence work discipline include leadership quality, clarity of rules, fairness in procedures, and a supportive organizational culture. When work discipline is well internalized and supported by a transparent management system, it will contribute positively to employee performance.

Employee Commitment

Employee commitment is an important element in human resource management that affects productivity and loyalty to the organization, reflecting employees' emotional and psychological attachment and responsibility to make the best contribution to achieving goals**.** According to Meyer and Allen's (1991) **t**he paradigm classifies commitment into three types: affective commitment, normative commitment, and continuation commitment.

Affective commitment refers to an emotional bond that elicits pleasant feelings in workers; normative commitment denotes a moral responsibility to stay with the business; and continuation commitment involves apprehension of the consequences of departing from the organization. In the public sector, employee commitment is essential for the preservation of sustainable performance. This commitment is influenced by organizational structure and work culture. Research indicates that affective commitment has the most beneficial effect on performance, while continuance commitment has a limited impact.

Employee Performance

Performance, according to Mangkunegara (2017), is the outcome of employee efforts in the execution of responsibilities, which includes quality and quantity, as well as considering the process and attitude during work. Performance evaluation must be carried out thoroughly and objectively to get an accurate picture. Robbins et al. (2019) added that performance includes behavior and work results that support organizational goals, with three main dimensions: effectiveness, efficiency, and adaptability.

Motivation and commitment are internal factors that influence performance, while organizational climate and work discipline are external factors. Performance appraisal of the State Civil Apparatus (ASN) is carried out with the principles of objectivity and transparency in accordance with Government Regulation Number 30 of 2019, using Employee Performance Targets (SKP) to measure work performance. A holistic approach involving emotional engagement and social responsibility is essential in performance appraisal to create professional and effective public services.

Previous Research

Most previous studies have highlighted the relationship between organizational climate, work discipline, organizational commitment, and employee performance, and included additional variables such as job satisfaction, motivation, work ethic, and transformational leadership. However, there are some important gaps that provide opportunities for further research development. First, most of the studies were conducted in the private sector or central and regional institutions in general, while specific institutional contexts such as sub-district offices have not been widely explored. In fact, subdistrict-level bureaucracies have different structural characteristics and work cultures, which affect organizational dynamics in a unique way.

Second, the combination of variables used in previous studies is still not comprehensive. Although organizational climate and work discipline have been widely studied, their integration as independent variables mediated by employee commitment and affecting employee performance is still rare. Of the 25 studies reviewed, only a few tested these four variables simultaneously and fully. Third, although organizational commitment has been used as an intervening variable in the private sector, its use in the context of local government, especially in agencies that have direct contact with the community such as sub-district offices, is still very limited. In fact, in the local bureaucracy, employee commitment is closely related to the quality of public services.

Fourth, most of the previous studies were cross-sectional and only relied on employee perceptions through questionnaires. This approach does not adequately describe the dynamics of performance factually. This research offers an update by including data on the real performance achievements of ASN for the 2022-2024 period to strengthen the validity of the findings. Fifth, previous studies are still minimal in examining the dynamic interactions between variables in the context of the government system. Not many have analyzed how organizational climate and work discipline simultaneously affect the formation of employee commitment, which then has an impact on performance in a complex and limited bureaucratic situation.

Thus, this study occupies a strategic position to answer the literature void with a focus on the sub-district level public sector, an integrated variable approach, and the integration of perception data and actual data in analyzing ASN performance.

Conceptual Framework

This study's conceptual framework elucidates the interrelationship among many variables: organizational atmosphere, work discipline, employee commitment, and employee

performance. In this paradigm, organizational atmosphere and work discipline function as separate factors anticipated to influence employee performance, either directly or indirectly, with employee commitment acting as the mediating variable linking the two. This study aims to clarify the connection between organizational climate and work discipline in improving employee performance through employee commitment.

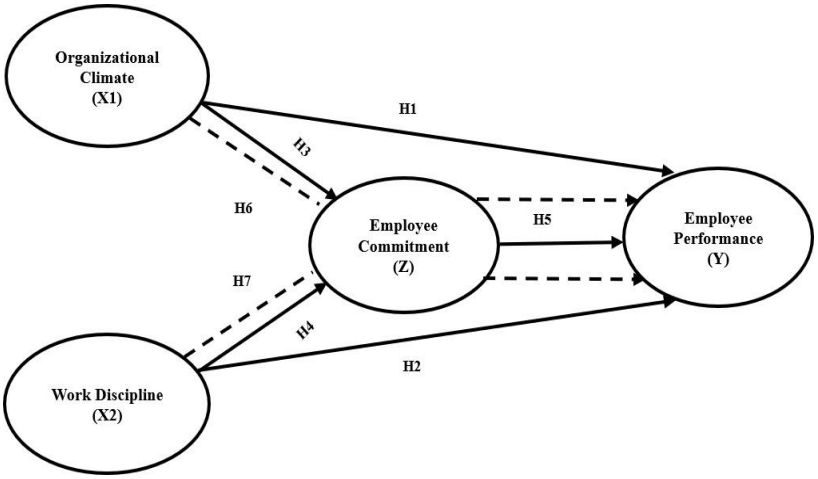


Figure 1. Conceptual Framework
Source: Data processed by researchers (2025)

The first relationship (H1) shows that a good organizational climate, with open communication, mutual trust, and leadership support, directly improves employee performance. The second relationship (H2) confirms that high work discipline, such as compliance with regulations and responsibility, also directly contributes to employee performance.

In addition, organizational climate has an effect on employee commitment (H3), which then impacts performance (H5). This creates an indirect relationship between organizational climate and performance through commitment (H6). Similarly, strong work discipline increases employee commitment (H4) and ultimately strengthens performance (H5), thus forming an indirect relationship between work discipline and performance through commitment (H7).

Thus, employee commitment serves as a mediating variable that connects the effects of corporate atmosphere and work discipline on performance. This emphasizes the importance of increasing internal commitment to achieve optimal organizational performance.

Research Hypothesis

In contrast to a purely descriptive approach, this section presents a comparative discussion of previous research findings to show the consistency or inconsistency of the study results, and how they support or challenge the hypotheses proposed.

H1: Organizational climate has a positive and significant effect on employee performance.
H2: Work discipline has a positive and significant effect on employee performance.
H3: Organizational climate has a positive and significant effect on employee commitment.
H4: Work discipline has a positive and significant effect on employee commitment.
H5: Employee commitment has a positive and significant effect on employee performance.
H6: Employee commitment mediates the effect of organizational climate on employee performance.
H7: Employee commitment mediates the effect of work discipline on employee performance.

METHODS

Research Approach

This research uses a quantitative approach with the survey method as the main design. This approach was chosen to test the cause-and-effect relationship between organizational climate, work discipline, employee commitment, and employee performance empirically, using data that can be analyzed statistically. The survey approach was employed to gather data from employees via a questionnaire prepared according to the indicators of the research variables.

Population and Sample

Population in quantitative research includes all subjects or objects with certain characteristics according to the research focus, including humans and natural phenomena. This study's population comprises 89 personnel from the Central Balikpapan Sub-district Office and the six villages under its jurisdiction, which are selected to represent the dynamics of public organizations at the sub-district level. Employees provide the suitable unit of analysis for investigating the impact of organizational atmosphere, work discipline, commitment, and performance.

Sampling is conducted using purposive sampling technique, with inclusion criteria of active employees who have worked for at least six months. This aims to ensure that respondents have sufficient understanding and experience so that the data obtained is valid and relevant. Exclusion criteria included employees who were on leave, off duty, or refused to be respondents.

The sample size was calculated via the Slovin formula with a 5% margin of error, resulting in 73 people or approximately 81.79% of the total population. This number is considered representative for research analysis, ensuring the quality and validity of the results obtained.

Data Source

This study utilized two categories of data: main data and secondary data. Primary data is obtained directly from respondents through questionnaires, which are the main focus for measuring employee perceptions of organizational climate, work discipline, and commitment. Meanwhile, secondary data comes from organizational documents that record employee performance, and is used as an indicator for performance outcome variables.

Research Instruments

The main instrument in this study is a closed questionnaire with a Likert scale of 1 to 5, which measures several variables:

1. Organizational Climate (X1), measured through the dimensions of organizational structure, responsibility, reward, risk, warmth, and work standards.
2. Work Discipline (X2), measured by adherence to working hours, rules, responsibilities, attendance rates, and task completion.
3. Employee Commitment (Z), measured through affective, normative, and continuance commitment.
4. Employee Performance (Y), measured by quality, quantity of work, timeliness, efficiency, cooperation skills, and adherence to procedures.

Instrument validity was tested using the content validity method through experts and construct validity using the item-total correlation test. The reliability was assessed using Cronbach's Alpha, establishing a minimum threshold of 0.7 to guarantee the internal consistency of the questionnaire.

Data Collection Technique

Data were collected by distributing questionnaires directly and through electronic media to selected respondents. Respondents were given an explanation of the research objectives and instructions for filling out the questionnaire so that they could answer honestly and objectively. In addition, secondary data was obtained from official organizational documents to support information on employee performance.

Data Analysis Technique

This study employs a quantitative strategy for data analysis utilizing inferential statistical techniques, processed using software such as SPSS or SmartPLS. The analysis process includes: 1) Descriptive analysis to delineate the characteristics of the sample and research variables; 2) Validity and reliability assessments to ascertain the appropriateness of the research instruments; 3) Employ multiple regression analysis or Structural Equation Modeling (SEM) to assess the direct impact of factors on employee performance; 4) Conduct a mediation study of employee commitment to determine its function as a mediating variable in the relationship.

Assumption Testing and Analysis Criteria

This study uses quantitative approach to analyze data collected through questionnaires to employees of Central Balikpapan Sub-district Office and its six sub-districts. The purpose is to examine the causal relationship between organizational climate, work discipline, employee commitment, and employee performance objectively and systematically.

The analysis method used is variant-based Structural Equation Modeling (SEM) with the help of SmartPLS software version 4.0. The choice of PLS-SEM (Partial Least Squares SEM) was made because this research model is complex and involves exogenous, endogenous, and intervening variables, each of which is measured using reflective indicators. PLS-SEM is considered suitable for testing the relationship between latent constructs simultaneously and providing predictive results.

SmartPLS has a number of advantages that are relevant to the context of this research. First, the software can manage non-normally distributed data, which is often found in field data. Second, SmartPLS is suitable for small to medium sample sizes, in contrast to covariance-based SEM methods such as AMOS or LISREL that require large samples. Third, this software is able to accommodate both reflective and formative measurement models, as well as mediation models that are central to the structure of this study.

In this study, data analysis was carried out through two main stages in SEM-PLS: outer model and inner model. Outer model is used to test the validity and reliability of indicators that represent latent constructs. Validity testing includes convergent validity (with a loading factor value ≥ 0.70 and AVE ≥ 0.50) and discriminant validity using the Fornell-Larcker criteria and cross loading. Reliability is tested with Composite Reliability and Cronbach's Alpha values which ideally ≥ 0.70.

After the measurement model is valid, the inner model is analyzed to evaluate the relationship between latent constructs. Evaluation is done by calculating R-Square (to explain the variance of endogenous constructs), Q-Square (to measure predictive relevance), and path coefficient (direction and strength of the relationship between variables). Hypothesis testing was conducted using the bootstrapping method (5,000 resampling) and compared with the T-table value to determine significance. In addition, mediation analysis was conducted to measure the indirect effect of independent variables through employee commitment variables. This process ensures the validity and accuracy of structural testing in complex models.

RESULTS AND DISCUSSION

Research Results

Structural Equation Modeling (SEM) analysis indicates that organizational environment significantly influences employee performance, evidenced by a regression coefficient of 0.45 and a p-value<0.05. This means that an increase in employees' perception of organizational climate can improve their performance. Moreover, work discipline exerts a substantial favorable influence on employee performance, with a regression coefficient of 0.38 and p value <0.05. The results of the analysis show that employee commitment significantly mediates the relationship between organizational climate and work discipline on performance, with mediation coefficients of 0.30 and 0.25, respectively, and p value <0.05. The findings indicate that a favorable corporate atmosphere and elevated work discipline might enhance employee commitment, hence positively influencing their performance.

Discussion

The results of this study support the theories of work motivation and organizational commitment, suggesting that a supportive and disciplined work environment is important for improving employee productivity. A positive organizational climate makes employees feel valued, increasing their motivation and effort. Therefore, managing organizational climate is an important strategy for improving performance. Work discipline reflects integrity and responsibility, can directly influence the quality and amount of work production. This discovery validates that work discipline is a crucial element in attaining corporate objectives. Employee commitment serves as a mediating variable, indicating that emotional attachment is crucial for fostering responsibility and incentive. Organizations are advised to strengthen commitment through rewards, effective communication, and career development to improve overall performance.

The discussion of the results shows that organizational climate has a positive and significant effect on employee performance (coefficient 0.191; p = 0.013), indicating that a conducive work atmosphere increases the effectiveness of public services. Work discipline is also proven to have a significant effect on performance (coefficient 0.284; p = 0.007), confirming the importance of compliance with rules in supporting optimal performance.

However, organizational climate has no significant effect on employee commitment (p = 0.972), in contrast to previous research findings. Meanwhile, work discipline significantly influenced commitment (coefficient 0.768; p = 0.000), indicating that discipline shapes long-term loyalty and responsibility. Employee commitment also proved significant in improving performance (coefficient 0.611; p = 0.000), making it a key factor in ASN productivity.

However, commitment did not significantly mediate the effect of organizational climate on performance, but significantly mediated the effect of work discipline on performance (p = 0.0005). This means that discipline has a greater impact on performance when accompanied by commitment. Therefore, organizations need to instill the value of discipline and build internal commitment as a sustainable work culture.

Implications and Limitations

This study's findings indicate that enhancing organizational atmosphere and work discipline must be paired with initiatives to bolster employee commitment, which is key in improving performance. However, this study has limitations, mainly because the object of research is only one organization, so the results may not be generalizable. Therefore, future research is recommended to test this model in various types of organizations and consider other variables that may be influential.

CONCLUSION

This study demonstrates that corporate atmosphere and work discipline positively and significantly influence employee performance. Performance improves in conjunction with favorable assessments of corporate atmosphere and effective work discipline. Furthermore, employee dedication functions as a mediating element that enhances the association. A favorable company atmosphere and strong work discipline foster employee dedication, hence enhancing their performance.

Suggestions

Based on the findings of this study, organizations are advised to focus on establishing a supportive climate by improving open communication, providing rewards, and creating a harmonious work atmosphere. Work discipline management needs to be strengthened through clear rules, consistent supervision, and the application of sanctions if necessary. In addition, developing employee commitment should be a priority, with attention to welfare, career development opportunities, and adequate rewards to increase loyalty and motivation. Future research is recommended to explore other variables that may affect employee performance in different types of organizations to broaden the generalizability of the results.

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