

# The Effect of Transformational Leadership and Work Environment on Employee Performance: The Mediating Effect of Work Discipline

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## ABSTRACT

Low employee performance in labor-intensive industrial sectors is often driven by weak leadership, an uncondusive work environment, and poor discipline, factors that ultimately impact organizational productivity. This study examines the influence of transformational leadership and work environment on employee performance, with work discipline serving as a mediating variable, within the maintenance and workshop industry in Indonesia. Data were collected from 57 employees using quantitative research methods and analyzed using path analysis. The findings show that both the work environment and transformational leadership have a major impact on work discipline and have direct consequences on performance. Additionally, work discipline has a significant effect on performance and modulates the indirect effects of environment and leadership on performance. The proposed model explains 51.6% of the variance in employee performance and 40.1% of the variance in work discipline. These results demonstrate the vital role that supportive work environments, motivating leadership, and participatory discipline systems play in improving performance in strategically significant labor-intensive industries.

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## INTRODUCTION

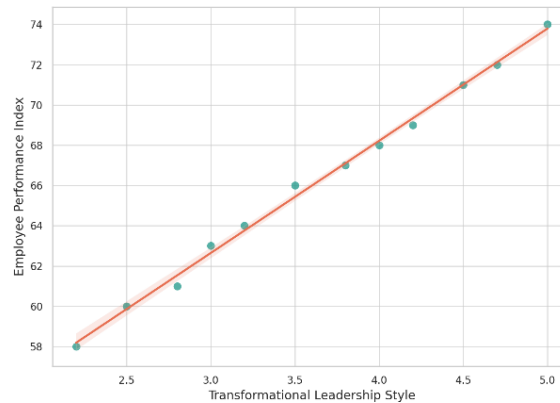
The decline in workforce productivity within Indonesia's industrial maintenance sector has emerged as a serious threat to national operational efficiency. In the context of global disruption and the demands of digital transformation, this challenge calls for a more systematic, data-driven scientific inquiry. In industrial maintenance sectors such as PT Krakatau Steel, human resources play a vital role in sustaining the operations of this nationally strategic enterprise (Mukhuty et al., 2022). However, data from the past five years indicate a downward trend in the Employee Performance Index (EPI), dropping from 72.5 in 2020 to 66.1 in 2024, accompanied by declines in work discipline (from 65.3% to 57%) and workplace satisfaction (from 68.4% to 61.5%) (BPS, 2023; Ministry of Industry of the Republic of Indonesia, 2024).

A report by the Ministry of Industry in 2023 recorded a 7.6% decline in labor productivity within the industrial maintenance sector over the past five years, accompanied by an 18.2% increase in absenteeism. A survey conducted by the Ministry of National Development Planning (2023) further revealed that only 54% of employees in this sector expressed satisfaction with their work environment. While numerous previous studies have highlighted the importance of leadership and work environment in influencing performance, most have examined these relationships in isolation and have not comprehensively explored the mediating role of discipline, particularly in the industrial maintenance sector in Indonesia, which presents unique complexities (Robbins & Judge, 2009; Sudarmo et al., 2022). Transformational leadership, which emphasizes long-term vision, inspiration, and individualized consideration, has been shown to

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enhance employee commitment and performance (Bass & Riggio, 2006; Alessa, 2021; Garad et al., 2022; Lindert et al., 2023). Meanwhile, a physically and psychosocially healthy work environment significantly contributes to productivity, especially in high-risk industries such as maintenance (Derdowski & Mathisen, 2023; Voordt & Jensen, 2023). A scatter plot illustration indicates that higher transformational leadership scores [on a 1–5 scale] are associated with higher employee performance index scores.



**Figure 1.** The Relationship Between Transformational Leadership Style and Employee Performance

Figure 1 shows a strong positive relationship between transformational leadership and employee performance, indicating that higher transformational leadership is associated with better employee performance. In addition, a conducive work environment, both physical (lighting, temperature, facilities) and psychosocial (colleague and management support), has been shown to enhance job satisfaction and performance (Aboagye et al., 2021; Lin et al., 2021). In the maintenance industry, where workloads are high and risks are tangible, the work environment plays a strategic role in sustaining stamina, focus, and morale (Lemos et al., 2022). However, the effect of leadership and work environment on performance is often indirect, as work discipline acts as a mediating mechanism. Discipline, reflected in compliance, responsibility, and punctuality, fosters consistent behavior that supports productivity (Mangkunegara, 2020). This mediation role is theoretically supported by Baron and Kenny (1986), who emphasize discipline as a behavioral pathway linking leadership and work environment to employee performance outcomes.

The situation at PT Krakatau Perbengkelan dan Perawatan (PT KPDP), a strategic subsidiary of Krakatau Steel by Aji (2024), reflects ongoing productivity challenges that are closely related to misalignment between leadership and employees, a less ergonomic work environment, and a relatively weak culture of discipline. Although these factors have been widely studied in isolation, research that integrates transformational leadership, work environment, and work discipline into a single comprehensive model remains limited, particularly in the context of Indonesia's industrial maintenance sector. This gap indicates the need for a more holistic approach grounded in organizational behavior theory to better explain how these variables interact in influencing employee performance through a mediation mechanism supported by real industrial data (Riyanto et al., 2021).

The urgency of addressing these issues is also reinforced by the ILO (2023) and World Economic Forum (2025), which emphasize that effective leadership and strong work discipline are key drivers of productivity in manufacturing industries in developing countries, making this issue highly relevant both at the national level and within the broader context of global human capital development. Therefore, this study examines the influence of transformational leadership and work environment on employee performance, with work discipline serving as a mediating variable, within the maintenance and workshop industry in Indonesia.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **The Effect on Employee Performance**

Four fundamental aspects of transformational leadership, idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration, have been repeatedly demonstrated to improve job satisfaction, organizational commitment, and employee performance. These aspects encourage emotional engagement and extra-role behavior (Alessa, 2021; Al Yahyae & Mohamad, 2022). In collectivist contexts such as Indonesia, empathetic leadership and shared vision are particularly effective in promoting compliance and prosocial behavior (Asbari, 2020; Ausat et al., 2022). However, prior studies remain largely correlational and often neglect mediating mechanisms such as work discipline and contextual factors like the work environment (Buil et al., 2019; Wang et al., 2019; Rashid & Ilkhanizadeh, 2022; Putri et al., 2023). Recent literature emphasizes the integration of behavioral and contextual perspectives to better explain leadership effects on performance, especially in developing industrial sectors with structural constraints and low discipline levels (Deng et al., 2022; Sudarmo et al., 2022; World Bank, 2023; BPS, 2024; Pietsch et al., 2025).

The work environment significantly affects employees' psychological well-being, behavior, and performance through the interaction of physical factors such as lighting, ventilation, and ergonomics, and psychosocial factors such as supervisor support, peer relations, and psychological safety (Taylor, 2014; Kolandaisamy & Arshad, 2018; Wahda et al., 2020; Yu et al., 2021; Choudhury et al., 2021; Irawan et al., 2023). A conducive environment improves productivity and job satisfaction (Lin et al., 2021; Sigahi et al., 2021; Taibi et al., 2021). In Indonesia, research tends to emphasize physical aspects while overlooking psychosocial dynamics (Andreine et al., 2022; Paskarini, 2023). Although participative leadership improves work environment quality and behavior, the integrated role of physical and psychosocial factors in linking leadership, environment, and discipline remains underexplored, particularly in labor-intensive industries with infrastructural and managerial constraints (Chan, 2019; Huang et al., 2021; Usman et al., 2021; Khassawneh & Elrehail, 2022; Wang et al., 2022; Hanaysha, 2023).

H1: Transformational leadership has a positive effect on employee performance.

H2: Work environment has a positive effect on employee performance.

### **The Effect on Work Discipline**

Work discipline is commonly understood as adherence to organizational rules and regulations that guide employee behavior within the workplace (Amelia et al., 2024; Hakim et al., 2024; Putra et al., 2025). Contemporary perspectives extend this view by emphasizing self-regulation and constructive behavior that reflect initiative, accountability, and ethical commitment (Demerouti, 2024). In modern organizations, work discipline functions as a key mechanism linking strategic planning and operational execution, ensuring organizational goals are translated into consistent employee actions, while also contributing to an adaptive and productive work culture (Amini & Hidayat, 2023; Dharma et al., 2023; Alkaf et al., 2024; Alhempi et al., 2024). In labor-intensive sectors, it is critical to ensure compliance with safety standards, operational procedures, and efficiency requirements (World Bank, 2023).

Work discipline is shaped by leadership and the work environment, where managerial behavior and organizational conditions influence employee compliance and consistency (Ariyanti et al., 2024; Riyo et al., 2024; Ahmadi et al., 2025). From a behavioral perspective, it operates as a self-regulatory mechanism that maintains performance consistency, supported by motivational and cognitive processes that reinforce goal-directed behavior (Gagné & Deci, 2005; Schunk & DiBenedetto, 2020). Empirical evidence from Rosdiana and Syahrums (2023) shows that transformational leadership positively affects work discipline by increasing employee awareness and compliance, while empirical findings from Suryantini et al. (2022) indicate that a supportive work

environment also strengthens discipline and rule adherence. Previous studies indicate that a supportive work environment contributes positively to employee work discipline by fostering comfort, responsibility, and adherence to organizational regulations (Fauziah & Baskara, 2024).

H3: Transformational leadership has a positive effect on work discipline.

H4: Work environment has a positive effect on work discipline.

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

Work discipline plays a central role in shaping employee performance by ensuring consistency, responsibility, and compliance in task execution. It serves as a behavioral control mechanism that connects leadership practices and the work environment to measurable performance outcomes, as supported by self-regulation and motivation theories (Bandura, 1991; Gagné & Deci, 2005; Schunk & DiBenedetto, 2020). In this sense, disciplined behavior helps employees regulate their actions, follow organizational standards, and maintain consistent productivity levels. Employees with strong work discipline are more likely to complete tasks efficiently, minimize errors, comply with organizational procedures, and demonstrate higher commitment toward organizational goals. Consequently, organizations that foster discipline through effective leadership and supportive work environments tend to achieve better employee performance and overall organizational effectiveness.

In labor-intensive industries, the importance of work discipline becomes even more critical. High levels of discipline contribute to operational efficiency, ensure adherence to safety procedures, and support stable productivity in environments that rely heavily on routine and task accuracy (World Bank, 2023). Without strong discipline, organizations may face inconsistencies in performance and increased operational risks. Empirical evidence also supports this relationship, as Siburian et al. (2023) found that work discipline has a positive and significant effect on employee performance. This indicates that employees with higher levels of discipline tend to achieve better performance outcomes, reinforcing the idea that discipline is a key determinant in improving organizational effectiveness.

H5: Work discipline has a positive effect on employee performance.

### **Work Discipline as a Mediating Variable**

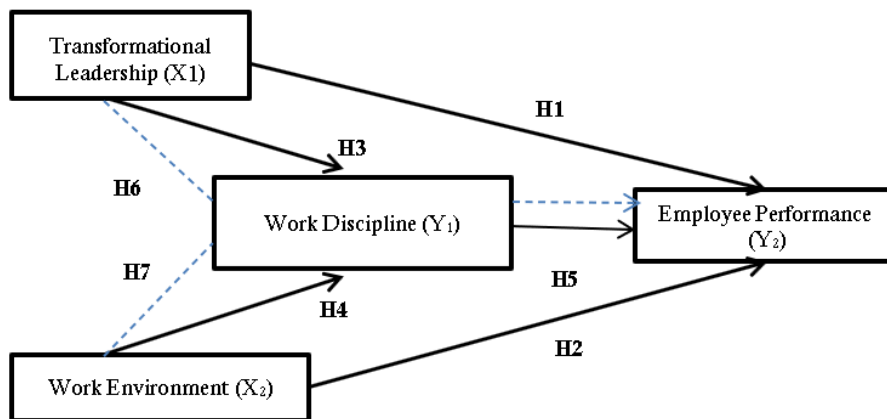
Although leadership, work environment, and work discipline have been widely studied in organizational behavior literature, research that systematically integrates these three constructs within developing country industrial contexts remains limited. Most previous studies examine these variables separately, focusing on direct relationships without fully capturing their combined explanatory power in predicting employee performance. This study contributes by synthesizing behavioral and structural theories to provide a more integrated explanation of employee performance, particularly through the combination of leadership behavior, environmental conditions, and disciplinary mechanisms within a single framework (Putra et al., 2023; Faturrahman & Yuniawan, 2023). In addition, this study positions work discipline as a mediating variable that links leadership and work environment to employee performance, thereby extending existing performance models (Efendi & Mesra, 2023). The study also offers empirical evidence from the industrial maintenance sector in Indonesia, which remains underrepresented in the literature despite its importance for industrial productivity.

Empirical findings suggest that work discipline plays an important mediating role in translating leadership influence into employee performance outcomes. Transformational leadership contributes to shaping employee behavior through motivation, role modeling, and individualized support, which strengthens discipline and ultimately enhances performance. However, this mediation process does not always occur in a uniform manner, as it can be influenced by organizational context, managerial practices, and

environmental conditions within different industrial settings (Buil et al., 2019; Simatupang, 2021; Riyo et al., 2024). Therefore, a more contextualized understanding is needed to explain how work discipline functions as a behavioral mechanism that connects leadership and performance in developing country industries.

H6: Work discipline has a mediating effect between transformational leadership and employee performance.

H7: Work discipline has a mediating effect between work environment and employee performance.



**Figure 2.** Research Framework

Figure 2 presents the results of the relationships within a conceptual model grounded in three main theoretical foundations: transformational leadership theory by Bass and Avolio (1994), Herzberg’s two-factor theory (1968) regarding the work environment, and Bandura’s (1991) social cognitive theory, which views work discipline as a result of self-regulation and perceived self-efficacy. From a contemporary perspective, work discipline is no longer merely understood as compliance with formal rules, but rather reflects proactive behavior, moral responsibility, and long-term orientation (Baumeister & Vohs, 2018). Similarly, the work environment is interpreted as a combination of hygiene factors, including physical and social conditions, and intrinsic motivators such as recognition and opportunities for personal development.

**RESEARCH METHODS**

Based on accepted organizational behavior theories, this study used a quantitative approach with a confirmatory design to investigate the causal relationships among transformational leadership style, work environment, work discipline, and employee performance (Creswell & Creswell, 2017). All 130 workers at PT. Krakatau Perbengkelan dan Perawatan, including managers, administrative staff, and operational personnel, made up the population. Purposive sampling was used to choose the sample, and the criteria were direct participation in organizational activities and at least two years of work experience (Etikan et al., 2016). A total of 57 respondents participated in the study, proportionally representing managers (7%), staff (23%), and operational employees (70%) to reflect the organizational structure (Hair et al., 2020).

An explanatory sequential design was employed to collect data through semi-structured interviews, structured questionnaires, and documentation review. The work environment variable was measured using indicators based on organizational climate and Job Demands–Resources (JD-R) theory (Robbins & Judge, 2010; Taris et al., 2020; Tummers & Bakker, 2021). Employee performance was assessed using multidimensional performance indicators by Bernardin and Russel (2013) and Campbell and Wiernik

(2015), while transformational leadership was measured using indicators adapted from the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1994).

All items were measured using a 5-point Likert scale, which is widely accepted for attitudinal measurement in organizational research (Joshi et al., 2015; Wu & Leung, 2017). Instrument validity was assessed through expert judgment and item correlation testing, while reliability was evaluated using Cronbach's Alpha, with all constructs exceeding the 0.70 threshold. The variables in this study consist of transformational leadership style, work environment, work discipline, and employee performance, which were adapted and contextually adjusted to the Indonesian industrial maintenance sector through back-translation procedures (Beaton et al., 2000; Van de Vijver & Leung, 2021).

Path analysis was used in the data analysis process to look at the direct, indirect, and total effects of the variables (Hair et al., 2020). The Kolmogorov-Smirnov test for normality, the VIF and tolerance test for multicollinearity, the Glejser test for heteroscedasticity, and the Durbin-Watson test for autocorrelation were among the traditional assumption tests carried out before hypothesis testing (Field, 2024). The explanatory power of the model was evaluated using Adjusted R<sup>2</sup>, while the strength of relationships was assessed using standardized beta coefficients and significance values (Cohen, 2013). The mediating role of work discipline was tested to determine indirect effects between X1 and X2 on Y2 (Preacher & Hayes, 2008). Statistical analysis was performed using SPSS and PROCESS Macro version 4.0 (Hayes, 2017).

## RESULTS

This study involved 57 respondents from PT KPDP, consisting of managers (7%), administrative staff (23%), and operational workers (70%), reflecting the typical structure of labor-intensive industries and enhancing ecological validity in the context of human resource management in the manufacturing sector. Prior to conducting path analysis, classical linear regression assumption tests were performed, including tests for normality, multicollinearity, heteroscedasticity, and autocorrelation, to ensure the statistical validity of the model. These tests followed the multivariate statistical approach outlined by Tabachnick and Fidell (2019) and Hair et al. (2020), with the complete results presented in Table 1.

**Table 1.** Summary of Classical Assumptions for Linear Regression

Assumption	Test Method	Test Statistic	Analysis Result	Conclusion
Normality	Kolmogorov–Smirnov	Sig. > 0.05	Discipline: 0.836; Performance: 0.894; supported by P–P Plot & symmetric histogram	Residuals are normally distributed
Multicollinearity	VIF & Tolerance	VIF < 10; Tolerance > 0.10	VIF: 1.303–1.726; Tolerance: > 0.5	No multicollinearity detected
Heteroscedasticity	Glejser Test & Scatterplot	Sig. > 0.05; no clear pattern	Sig. of all predictors > 0.6; residuals randomly distributed	Homoscedasticity (constant residual variance)
Autocorrelation	Durbin– Watson	DW between du and (4 – du)	Discipline: 1.686 (du = 1.680); Performance: 2.008 (du = 1.709)	No autocorrelation detected

The results of this study's classical assumption tests show that all regression statistical requirements have been satisfactorily satisfied, as shown in Table 1. Both work discipline and employee performance residuals show significant values over 0.05 in the Kolmogorov-Smirnov normality test, suggesting that the data are normally distributed (Razali & Wah, 2011; Ghasemi & Zahediasl, 2012). Additionally, as all Variance Inflation Factor (VIF) values stay within acceptable bounds and tolerance values beyond

the minimal threshold, indicating the independence among predictor variables, no multicollinearity problems are found (Kock & Lynn, 2012; Hair et al., 2020).

The heteroscedasticity test, conducted using the Glejser method and supported by scatterplot analysis, reveals no systematic pattern in the residuals, indicating constant variance (homoscedasticity) (Field, 2024). In addition, the Durbin–Watson statistics for both models fall within the acceptable range, suggesting the absence of autocorrelation (Gujarati, 2012). The robustness of the findings in explaining the role of transformational leadership, work environment, and work discipline in improving organizational performance within the industrial sector is strengthened by these results, which confirm that the proposed path analysis model is based on valid and reliable statistical assumptions.

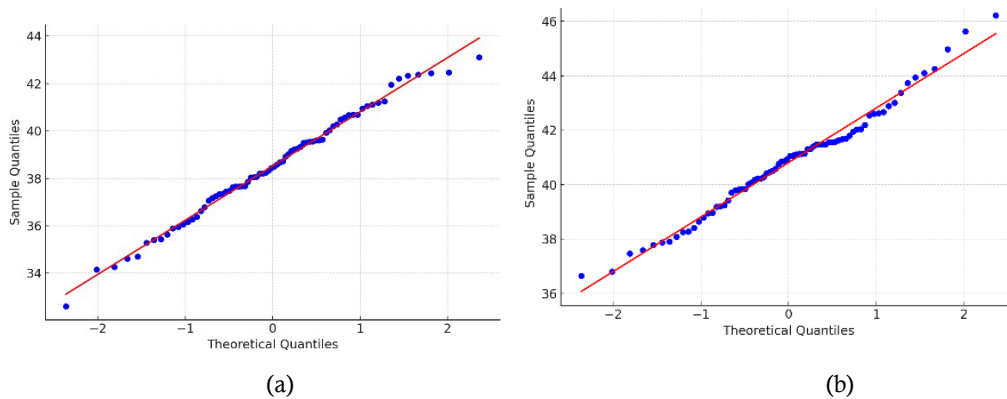


Figure 3. (a) Normality P–P Plot of Work Discipline (b) Normality P–P Plot of Performance

Figures 3(a) and 2(b) further support this finding, as the scatter of points on the P–P plots closely follows the diagonal line, indicating that the residuals are distributed normally. The alignment of the data points around the expected line suggests that there are no significant deviations from normality, thereby confirming the robustness of the normality assumption in the regression model.

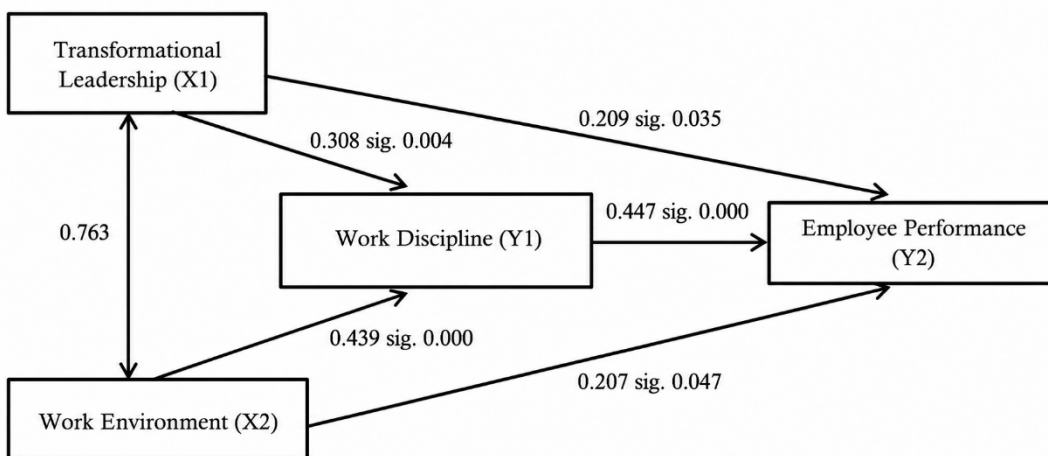


Figure 4. Path Analysis

Table 2. Path Analysis Results

Dependent Variable	Predictor Variable	$\beta$ Coefficient	Std. Error	t-statistic	Sig. (p)	Description
Work Discipline (Y <sub>1</sub> )	Transformational Leadership (X <sub>1</sub> )	0.308	0.104	2.973	0.004	Significant
	Work Environment (X <sub>2</sub> )	0.439	0.098	4.481	0.000	Significant

Dependent Variable	Predictor Variable	$\beta$ Coefficient	Std. Error	t-statistic	Sig. (p)	Description
Employee Performance (Y <sub>2</sub> )	Adjusted R <sup>2</sup>	0.401				40.1% variance explained
	Std. Error Estimate (e <sub>1</sub> )	0.763				
	Transformational Leadership (X <sub>1</sub> )	0.209	0.098	2.153	0.035	Significant
	Work Environment (X <sub>2</sub> )	0.207	0.104	2.021	0.047	Significant
	Work Discipline (Y <sub>1</sub> )	0.447	0.087	5.138	0.000	Significant (Large Effect)
	Adjusted R <sup>2</sup>	0.516				51.6% variance explained
	Std. Error Estimate (e <sub>2</sub> )	0.682				

As presented in Figure 4 and Table 2, the regression analysis indicates that transformational leadership has a positive and significant effect on work discipline. These relationships are reflected in the regression equation  $Y_1 = 0.308X_1 + 0.439X_2 + 0.763$ , indicating that both transformational leadership and work environment contribute positively to the formation of work discipline. These variables explain 40.1% of the variance in work discipline, suggesting a moderate level of explanatory power.

The regression results in the following stage demonstrate that work environment, work discipline, and transformational leadership all significantly and favorably affect employee performance. The relationship is represented in the equation  $Y_2 = 0.209X_1 + 0.207X_2 + 0.447Y_1 + 0.682$ , where work discipline emerges as the strongest predictor, indicating its central role in translating organizational conditions into actual performance. Furthermore, the model explains 51.6% of the variance in employee performance, reflecting a relatively strong ability to capture the key determinants of performance within the industrial context.

Table 3. Indirect Effect Test

Path	Indirect Effect (via Work Discipline)	SE	p-value
Transformational Leadership → Work Discipline → Performance	0.138	0.048	0.004
Work Environment → Work Discipline → Performance	0.196	0.054	<0.001

Note: Indirect effects were calculated by multiplying the path coefficients:  $(0.308 \times 0.447 = 0.138)$  and  $(0.439 \times 0.447 = 0.196)$ .

As presented in Table 3, the indirect effects show that transformational leadership influences employee performance through work discipline with a coefficient of 0.138, while the work environment has a stronger indirect effect of 0.196. These results indicate that work discipline plays a more powerful mediating role in translating the work environment into improved performance compared to transformational leadership. The findings confirm that employee performance is more strongly enhanced indirectly through the creation of a supportive work environment that fosters disciplined work behavior.

Table 4. Interpretative Results

Path	$\beta$ Coefficient	SE	P-value	95% CI	Effect
Transformational Leadership → Discipline	0.308	0.105	0.004	[0.101, 0.515]	Medium
Work Environment → Discipline	0.439	0.084	<0.001	[0.274, 0.604]	Large
Transformational Leadership → Performance	0.209	0.097	0.035	[0.015, 0.403]	Medium
Work Environment → Performance	0.207	0.099	0.047	[0.003, 0.411]	Medium

Path	$\beta$ Coefficient	SE	P- value	95% CI	Effect
Discipline → Performance	0.447	0.089	<0.001	[0.272, 0.622]	Large
Transformational Leadership → Discipline → Performance	0.138	0.048	0.004	[0.044, 0.232]	Medium
Work Environment → Discipline → Performance	0.196	0.054	<0.001	[0.090, 0.302]	Medium
Total Effect (Transformational Leadership → Performance)	0.347	—	—	—	Medium
Total Effect (Work Environment → Performance)	0.403	—	—	—	Medium

As shown in Table 4, the total effect results indicate that the work environment has a stronger overall influence on employee performance ( $\beta = 0.403$ ) compared to transformational leadership ( $\beta = 0.347$ ). This suggests that, when both direct and indirect effects through work discipline are considered, improvements in the work environment contribute more substantially to enhancing employee performance than leadership alone. However, both variables remain in the medium effect category, indicating that employee performance is jointly shaped by leadership and environmental conditions through both direct mechanisms and the mediating role of work discipline.

## DISCUSSION

The results indicate that transformational leadership positively and significantly affects employee performance, supporting the theories of Bass and Avolio (1994) and Yukl (2013). This finding is consistent with studies by Jaiswal and Dhar (2017), Hoch et al. (2018), and Nguyen et al. (2021), which show that transformational leadership enhances performance through affective commitment and intrinsic motivation. The work environment also positively influences work discipline, in line with Robbins and Judge (2009), who highlight the role of organizational climate in shaping employee behavior. In Indonesia's collectivist and hierarchical culture, leadership emphasizing vision, intellectual stimulation, and individualized consideration effectively promotes productivity (Bandura, 1991; Hofstede, 2011; Rockstuhl et al., 2012). However, this finding differs from Ng and Feldman (2015), who suggest that demographic factors, particularly age, may moderate the relationship between transformational leadership and employee outcomes.

Similarly, the work environment was found to exert a positive and significant influence on employee performance. This finding is consistent with Herzberg's (1968) Two-Factor Theory, which positions the work environment as a hygiene factor that prevents job dissatisfaction, and aligns with the Job Demands–Resources Theory by Bakker and Demerouti (2017) and Schaufeli and Taris (2013), which frames the work environment as a job resource that promotes employee engagement. Further support comes from Organizational Climate Theory by Ehrhart et al. (2025) and Psychosocial Safety Climate Theory by Dollard and Bailey (2021), both of which highlight the mediating role of role clarity and psychological safety. These results are consistent with Maslach and Leiter (2016) and Lin et al. (2021), who demonstrated that both physical and psychosocial dimensions of the work environment meaningfully contribute to productivity and burnout prevention.

Beyond their direct effects, transformational leadership and work environment also positively and significantly influenced work discipline. This is consistent with Social Cognitive Theory by Bandura (1991), which positions leaders as learning agents through observation and indirect reinforcement, and with Transformational Leadership Theory, particularly through the dimensions of idealized influence and inspirational motivation (Bass & Avolio, 1994; Bass & Riggio, 2006; Wang et al., 2022). Intellectual stimulation encourages compliance grounded in rational understanding, while individualized consideration deepens personal commitment (Breevaart & Bakker, 2018; Buil et al.,

2019). In keeping with Bronfenbrenner's (2005) Ecological Systems Theory and the findings of Grawitch et al. (2006), who showed that a good work environment encourages adherence to organizational policies, the work environment also had a positive and significant impact on work discipline. According to Bakker and Demerouti's (2017) Job Demands-Resources Model, a workplace with enough resources fosters self-control, making discipline a logical psychological result of that equilibrium. Social Exchange Theory by Cropanzano and Mitchell (2005), Cropanzano et al. (2017), and Nielsen et al. (2017) further reinforce this argument by showing that a quality work environment cultivates perceptions of fairness and rule compliance.

Work discipline, in turn, was found to positively and significantly affect employee performance. This is consistent with Goal-Setting Theory by Locke and Latham (2002), Self-Determination Theory by Ryan and Deci (2000), and Behavioral Reinforcement Theory by Luthans et al. (2020), all of which regard discipline as an outcome of self-regulation directed toward work goals. Disciplined behavior has been shown to contribute to task performance, contextual performance, and organizational citizenship behavior by Podsakoff et al. (2019), while simultaneously reducing workplace deviance by Dalal (2005). In the Indonesian cultural context, characterized by high power distance and collectivism, discipline must be cultivated as cultural capital through coaching-based leadership and a participative work climate (House et al., 2004; Hofstede, 2011).

Mediation analysis revealed that work discipline significantly and partially mediates the effects of both transformational leadership and the work environment on employee performance. The stronger mediation effect observed on the work environment pathway suggests that physical and social structures exert greater influence on self-regulation than leadership style alone, in line with Job Crafting Theory and Psychological Empowerment Theory (Scott, 2001). These findings reinforce Social Cognitive Theory by Bandura (1991) and Self-Determination Theory by Deci and Ryan (2000), which emphasize the importance of autonomous discipline grounded in competence and social connectedness while supporting recommendations by Bass and Riggio (2006) and Choudhury et al. (2021) for redesigning work ecosystems around value-based leadership and meaningful empowerment.

## **CONCLUSION**

This study concludes that transformational leadership and work environment have a significant influence on employee performance, both directly and indirectly through work discipline as a mediating variable. Work discipline plays an important role in linking organizational factors with individual performance, indicating that effective work behavior is shaped by strong leadership and a supportive work environment. Overall, these findings highlight that sustainable performance improvement depends not only on leadership quality and workplace conditions, but also on the development of a disciplined work culture.

The practical implication of this study is that organizations should strengthen transformational leadership practices that emphasize vision, motivation, and individual support. In addition, improving both physical and psychosocial aspects of the work environment is essential to enhance employee comfort, engagement, and productivity. Discipline systems should also be implemented in a participatory way so that discipline is internalized rather than only enforced.

However, this study is limited by its cross-sectional design, which restricts causal interpretation, and its focus on a single institution, which limits generalization. Future research is recommended to adopt a longitudinal design to examine how the relationships between leadership, work environment, discipline, and performance evolve over time. Additionally, incorporating multi-group or moderation analyses based on demographic factors such as age, tenure, education level, and job position would provide deeper insights into contextual differences. Further studies could also expand the model to multiple organizations or industries to enhance external validity and explore whether

these relationships remain stable during periods of organizational change, crisis, or disruption.

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