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The Effect of Work Motivation, Workplace Communication, and Work Environment on Traffic Police Performance Through Work Discipline

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ABSTRACT

This study aims to analyze the effect of work motivation, work communication, and work environment on the performance of traffic police officers (Satlantas Polresta Banyuwangi) with work discipline as an intervening variable. The background of this study is based on the inconsistency of employee performance, particularly in aspects of discipline, communication, and coordination that are not yet optimal. This research uses a quantitative approach with data collection through questionnaires. The population consists of all members of Satlantas Polresta Banyuwangi, with a census sampling technique. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with WarpPLS 8.0 software.The results show that work motivation and work environment have a positive and significant effect on work discipline and employee performance. Work communication affects work discipline but does not have a significant effect on performance. Work discipline significantly affects performance and is able to mediate the effect of work motivation and work environment on performance, but it does not mediate the effect of work communication on performance. The implication of this study indicates that improving employee performance can be achieved by strengthening work motivation, improving the work environment, and enhancing work discipline as a key factor

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Introduction

The performance of public sector employees is a crucial factor in achieving effective, efficient, and accountable public service delivery. From the perspective of New Public Management, public organizations are expected to adopt a performance-oriented approach, requiring every employee to demonstrate optimal performance in carrying out their duties and responsibilities. Employee performance refers to the work outcomes achieved by an individual in accordance with the standards and objectives established by the organization (Robbins, 2016). Therefore, improving employee performance has become one of the primary focuses of human resource management in the public sector, including within the Indonesian National Police.

One of the organizational units that plays a strategic role in public service delivery is the Traffic Police Unit (Satlantas). In addition to enforcing traffic laws, the Traffic Police

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Unit is responsible for providing public services and maintaining road safety, security, and order. The increasing demand for high-quality public services requires Traffic Police officers to demonstrate optimal performance supported by strong work motivation, effective communication, a conducive work environment, and good work discipline.

Theoretically, work motivation is defined as the driving force that encourages individuals to act and strive toward achieving specific goals (Maslow, 1970; Hasibuan, 2017). High levels of motivation encourage organizational members to perform more effectively in achieving work targets. In addition to motivation, work communication is an essential organizational factor because it functions as a means of coordination, information exchange, and task control. Effective communication fosters mutual understanding among organizational members, thereby enhancing work effectiveness. Another equally important factor is the work environment. A safe, comfortable, and supportive work environment can improve employee morale, productivity, and discipline (Sedarmayanti, 2018).

The relationships among work motivation, work communication, work environment, work discipline, and employee performance have produced mixed findings in previous studies. Sastra Yani et al. (2023) and Agusyani et al. (2023) found that work motivation significantly influences work discipline, whereas Harini et al. (2022) reported different results. Similarly, Safitri et al. (2024) and Ipliyanto et al. (2022) demonstrated that work communication significantly affects work discipline, while Ridwan et al. (2025) found no significant effect. Inconsistencies have also been identified in studies examining the relationships between work environment, work discipline, and employee performance. Some studies reported significant effects, whereas others found insignificant relationships.

A research gap is also evident regarding the role of work discipline as an intervening variable. Studies conducted by Yanto et al. (2023), Waskito and Wulandari (2022), and Sastra Yani et al. (2023) revealed that work discipline mediates the relationship between work motivation and employee performance. In contrast, Dwi Yati and Sarwoko (2024) as well as Febriyani and Prayekti (2021) reported that work discipline does not mediate this relationship. These inconsistent findings indicate that the relationships among these variables require further investigation in different organizational contexts and work characteristics.

Performance evaluation results of Traffic Police officers at Banyuwangi Police Resort during the 2022–2024 period indicate that several performance indicators have not yet reached the expected targets. Attendance discipline, team coordination, openness to managerial directives, work innovation, and the contribution of performance to reducing traffic violations and accidents remain within the range of 80–90 percent. These conditions suggest that although officers generally possess adequate technical competencies, challenges related to work motivation, communication, work environment, and discipline continue to exist and may hinder the achievement of optimal organizational performance.

Based on these empirical phenomena and the inconsistencies identified in previous studies, this research aims to examine the effects of work motivation, work communication, and work environment on the performance of Traffic Police officers at Banyuwangi Police Resort, with work discipline serving as an intervening variable. This study is expected to contribute theoretically to the development of public sector human resource management literature and provide practical recommendations for improving police officer performance, particularly within traffic management functions.

Research Method

This study employed a quantitative approach using a survey method. The population consisted of 126 members of the Traffic Police Unit (Satlantas) at Banyuwangi Police Resort. Given the relatively small population size, all 126 members were included as research respondents, resulting in a census-based sample of 126 participants. Data were collected through a structured questionnaire using a five-point Likert scale. The collected data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of WarpPLS software. This analytical technique was selected because of its ability to examine complex relationships among latent variables, including direct and indirect effects through intervening variables..

Results and Discussion

Results

WarpPLS 8.0 was utilized to assess the validity and reliability of the measurement model, including the evaluation of the research instrument.

1. Validity Test

The validity assessment was conducted using two validity testing procedures in WarpPLS 8.0. The results are presented as follows

1) Convergent Validity

Convergent validity was evaluated to determine the extent to which the indicators adequately represented their respective latent constructs. The results of the convergent validity test are presented in Table 1:

Tabel 1. Nilai *Factor Leading*

Construct	Indicator	*Loading Factor*	*Standart Error*	P-value	Status
Work Motivation (X1)	X1.1	0.789	0.074	<0.001	Valid
	X1.2	0.909	0.071	<0.001	Valid
	X1.3	0.829	0.073	<0.001	Valid
	X1.4	0.843	0.073	<0.001	Valid
	X1.5	0.897	0.072	<0.001	Valid
Work Communication (X2)	X2.1	0.837	0.073	<0.001	Valid
	X2.2	0.858	0.072	<0.001	Valid
	X2.3	0.844	0.073	<0.001	Valid
	X2.4	0.869	0.072	<0.001	Valid
Work Environment (X3)	X3.1	0.821	0.073	<0.001	Valid
	X3.2	0.818	0.073	<0.001	Valid
	X3.3	0.824	0.073	<0.001	Valid
	X3.4	0.813	0.073	<0.001	Valid
	X3.5	0.823	0.073	<0.001	Valid
	X3.6	0.802	0.073	<0.001	Valid
	X3.7	0.808	0.073	<0.001	Valid
Work Disciplin (Z)	Z.1	0.793	0.074	<0.001	Valid
	Z.2	0.865	0.072	<0.001	Valid

Construct	Indicator	*Loading Factor*	*Standart Error*	P-value	Status
	Z.3	0.864	0.072	<0.001	Valid
	Z.4	0.823	0.073	<0.001	Valid
	Z.5	0.897	0.072	<0.001	Valid
	Z.6	0.840	0.073	<0.001	Valid
Perfomance (Y)	Y.1	0.855	0.072	<0.001	Valid
	Y.2	0.870	0.072	<0.001	Valid
	Y.3	0.828	0.073	<0.001	Valid
	Y.4	0.824	0.073	<0.001	Valid
	Y.5	0.840	0.072	<0.001	Valid
	Y.6	0.847	0.072	<0.001	Valid
	Y.7	0.808	0.073	<0.001	Valid

Source: WarpPLS 8.0 Output, Processed Data (2026).

Overall, the results demonstrate that the measurement model meets the requirements of both convergent validity and discriminant validity based on the Fornell–Larcker criterion. This finding indicates that each construct is conceptually distinct and adequately represented by its respective indicators, with no evidence of measurement overlap among the variables. Accordingly, all constructs are deemed valid and reliable, confirming the adequacy of the measurement model and supporting the continuation of the analysis to the structural model (inner model) assessment stage.

2) Discriminant Validity

Discriminant validity was assessed using the combined loadings and cross-loadings approach. The results demonstrate the extent to which each indicator is more strongly associated with its corresponding construct than with other constructs. The findings are presented in Table 2.

Table 2. *Nilai Combined Loadings* Dan *Cross Loadings*

Indicator	Work Motivation	Work Communication	Work Environment	Performance	Work Discipline	Construct Dominan
X1.1	0.789	0.265	0.048	-0.163	0.051	Work Motivation
X1.2	0.909	0.015	0.056	0.042	-0.109	Work Motivation
X1.3	0.829	-0.040	-0.115	0.153	-0.031	Work Motivation
X1.4	0.843	-0.168	0.010	-0.003	0.050	Work Motivation
X1.5	0.897	-0.054	-0.003	-0.038	0.047	Work Motivation
X2.1	0.091	0.837	-0.034	-0.177	0.021	Work Communication
X2.2	0.016	0.858	0.031	0.007	0.025	Work Communication
X2.3	0.014	0.844	-0.098	0.146	-0.005	Work Communication
X2.4	-0.117	0.869	0.097	0.022	-0.041	Work Communication
X3.1	0.157	0.020	0.821	-0.144	-0.052	Work Environment
X3.2	0.111	-0.056	0.818	-0.097	0.092	Work Environment
X3.3	-0.084	0.066	0.824	0.008	-0.047	Work Environment
X3.4	-0.167	-0.073	0.813	0.057	0.110	Work Environment
X3.5	0.100	0.006	0.823	-0.111	-0.124	Work Environment
X3.6	-0.117	0.050	0.802	0.118	0.057	Work Environment
X3.7	-0.003	-0.013	0.808	0.176	-0.032	Work Environment
Z.1	0.043	0.006	0.009	0.793	-0.090	Work Disciplin
Z.2	0.026	-0.076	-0.067	0.865	0.089	Work Disciplin

Indicator	Work Motivation	Work Communication	Work Environment	Performance	Work Discipline	Construct Dominan
Z.3	-0.080	0.017	0.081	0.864	0.174	Work Disciplin
Z.4	0.108	0.015	-0.034	0.823	-0.087	Work Disciplin
Z.5	0.022	0.010	-0.008	0.897	0.043	Work Disciplin
Z.6	-0.114	0.029	0.019	0.840	-0.145	Work Disciplin
Y.1	-0.093	0.026	0.002	0.239	0.855	Performance
Y.2	-0.024	-0.039	0.111	-0.174	0.870	Performance
Y.3	0.060	-0.008	-0.062	-0.046	0.828	Performance
Y.4	0.023	0.059	-0.080	0.160	0.824	Performance
Y.5	0.020	-0.001	0.023	-0.099	0.840	Performance
Y.6	-0.089	0.004	0.011	-0.012	0.847	Performance
Y.7	0.111	-0.040	-0.012	-0.067	0.808	Performance

Source: WarpPLS 8.0 Output, Processed Data (2026)

The data presented in the table indicate that the results of the combined loading and cross-loading analysis for the work motivation variable (X1) demonstrate that all indicators exhibit high loading factors on their respective constructs, ranging from 0.789 to 0.909. The highest loading value was observed for the occupational safety and security needs indicator (X1.2), while the lowest loading value was found for the physiological needs indicator (X1.1). Furthermore, the cross-loading values on other constructs, including work communication, work environment, work discipline, and performance, were relatively lower than their respective primary loadings. These findings suggest that all indicators of the work motivation construct possess satisfactory discriminant validity and accurately represent the intended construct.

Overall, the results of the combined loading and cross-loading analysis reveal that each indicator exhibits a higher loading value on its respective construct than on any other construct. This finding indicates the absence of discriminant validity issues within the research model. Consistent with Hair (2017), an indicator is considered to satisfy discriminant validity when its loading on the intended construct exceeds its loadings on other constructs. Therefore, all constructs included in this study are considered valid and reliable, supporting the adequacy of the measurement model and justifying the continuation of the analysis to the structural model (inner model) evaluation stage.

2. Reliability Test

Reliability testing in this study consisted of two components: internal consistency reliability, which was assessed using Cronbach's Alpha, and composite reliability, which was evaluated using the Composite Reliability (CR) coefficient. According to Hair et al. (2019), the criteria for assessing construct reliability are as follows:

1) A Composite Reliability (CR) value of ≥ 0.70 indicates excellent internal consistency.
2) A Cronbach's Alpha (CA) value of ≥ 0.70 indicates satisfactory reliability, whereas values ranging from 0.60 to 0.70 are considered acceptable in exploratory research.
3) An Average Variance Extracted (AVE) value of ≥ 0.50 indicates that a construct explains more than 50% of the variance of its indicators, thereby demonstrating adequate convergent validity.

The results of the reliability assessment conducted using WarpPLS 8.0 are presented as follows:

Tabel 3. Reliability Test

Variabel	Composite Reliability	Cronbach's Alpha	AVE	Status CR	Status CA	Status AVE
Work Motivation (X1)	0.931	0.907	0.730	Reliabel	Reliabel	Valid
Work Communication(X2)	0.914	0.874	0.726	Reliabel	Reliabel	Valid
Work Environment (X3)	0.933	0.916	0.665	Reliabel	Reliabel	Valid
Work Discipline (Z)	0.939	0.921	0.718	Reliabel	Reliabel	Valid
Performance(Y)	0.943	0.930	0.704	Reliabel	Reliabel	Valid

Source: WarpPLS 8.0 Output, Processed Data (2026)

Overall, the results indicate that all variables in this study have Composite Reliability and Cronbach's Alpha values exceeding 0.70, as well as Average Variance Extracted (AVE) values above 0.50. In accordance with the recommendations of Joseph F. Hair Jr. (2017), a construct is considered reliable when its Composite Reliability and Cronbach's Alpha values are equal to or greater than 0.70, while an AVE value of at least 0.50 indicates adequate convergent validity. Therefore, all constructs in this study are deemed reliable and valid, confirming that the measurement model (outer model) satisfies the required criteria and is suitable for further analysis through the evaluation of the structural model (inner model).

3. Hypothesis Testing

The hypothesis testing procedure in this study was conducted using the bootstrapping resampling approach available in WarpPLS 8.0. This method was employed to assess the significance of the path coefficients based on a sample size of 126 respondents. The decision criteria for hypothesis testing were established as follows:

a) A p-value ≤ 0.10 (10% significance level) indicates a weakly significant effect.
b) A p-value ≤ 0.05 (5% significance level) indicates a significant effect.
c) A p-value ≤ 0.01 (1% significance level) indicates a highly significant effect.

Furthermore, the results of the WarpPLS 8.0 analysis were classified into two categories: direct effects and indirect effects through the mediating variable. The findings of both analyses are presented in the following table.

Table 4. Results of Direct and Indirect Hypothesis Testing Among Variables

Hypothesis	Path	Direct Effect	Indirect Effect	Total Effect	P-value	Status
H1	MK → DK	0,276	0,083	<0,001	0,158	Positive and significant
H2	KK → DK	-0,183	0,085	0,017	0,058	Negative and significant
H3	LK → DK	0,504	0.079	<0,001	0,339	Positive and significant
H4	DK → KN	0,457	0,080	<0,001	0,112	Positive and significant
H5	MK → KN	0,198	0,085	0,011	0,309	Positive and significant
H6	KK → KN	-0,045	0,088	0,307	0,107	Not Significant
H7	LK → KN	0,195	0,085	0,012	0,007	Positive and significant

Source: WarpPLS 8.0 Output, Processed Data (2026)

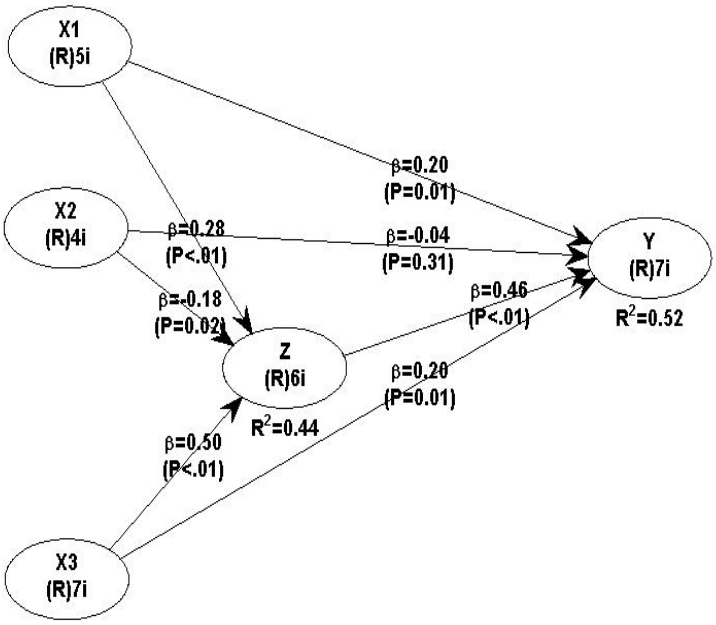

Figure. Research Model of Direct and Indirect Effects

Source: WarpPLS Output (Appendix), processed by the author, 2026.

The results of the indirect effect analysis, or mediation analysis, were obtained using WarpPLS 8.0 based on data collected from 126 respondents. The findings are presented in the following table.

Table 5. Indirect Effects (Mediation Analysis Results)

Hypothesis	Path	Coeficient	Std. Error	P-Value	Effect Size	Status
H8	MK → DK→ KN	0,126	0,061	0,021	0,068	Signifikan
H9	KK → DK → KN	-0,084	0,062	0,089	0,014	Tidak signifikan
H10	LK → DK → KN	0,230	0,060	<0,001	0,133	Signifikan

Source: WarpPLS 8.0 Output, Processed Data (2026)

Discussion

The findings indicate that work motivation has a positive and significant effect on the work discipline of Traffic Police officers at Banyuwangi Police Resort. This result suggests that the higher the level of work motivation among officers, the greater their compliance with organizational rules, responsibilities, and accuracy in performing their duties. According to Maslow's motivation theory, individuals whose needs and expectations are fulfilled are more likely to exhibit positive work behaviors, including maintaining work discipline. This finding is consistent with the study of Sastra Yani et al. (2023), which demonstrated that work motivation significantly influences work discipline. Therefore, enhancing motivation through rewards, career development opportunities, and organizational support can strengthen employees' work discipline.

The results also reveal that work communication has a positive and significant effect on the work discipline of Traffic Police officers at Banyuwangi Police Resort. Effective communication enables employees to clearly understand their tasks, organizational rules, and managerial directives, thereby minimizing errors in job execution. According to Davis,

communication serves as a mechanism for coordination and alignment of organizational activities. This finding supports the study of Safitri et al. (2024), which found that work communication significantly affects work discipline. Consequently, improving both vertical and horizontal communication is essential for strengthening employee discipline.

Furthermore, the findings demonstrate that the work environment has a positive and significant effect on work discipline. A comfortable, safe, and supportive work environment encourages employees to perform their duties in a more orderly manner and to comply with organizational regulations. Sedarmayanti argued that a conducive work environment enhances employee morale and work behavior. This result is in line with Sastra Yani et al. (2022), who reported that the work environment significantly affects work discipline. A favorable working environment therefore contributes to the development of a more disciplined and productive organizational culture.

The study also found that work discipline has a positive and significant effect on employee performance. Work discipline reflects employees' compliance with organizational rules, procedures, and work standards, enabling tasks to be carried out more effectively. According to Hasibuan, discipline is an important factor in improving productivity and achieving organizational objectives. This finding supports the study conducted by Windi and Lahamid (2024), which reported a significant relationship between work discipline and employee performance. Therefore, strengthening work discipline can be considered a key strategy for improving employee performance.

The findings further indicate that work motivation positively and significantly affects the performance of Traffic Police officers. Highly motivated employees are more likely to work optimally, demonstrate initiative, and strive to achieve organizational goals. This result is consistent with Maslow's theory, which explains that the fulfillment of individual needs encourages higher levels of achievement. The findings are also in agreement with Erizon et al. (2024), who found that work motivation significantly influences employee performance. Accordingly, organizations should continuously maintain and enhance employee motivation.

In contrast, work communication was found to have no significant effect on employee performance. This finding suggests that communication within the organization alone is not sufficient to directly improve employee performance. Employee performance appears to be more strongly influenced by other factors, such as work motivation, work discipline, and the work environment. This result is consistent with the findings of Arzanie et al. (2025), who also reported that work communication does not significantly affect employee performance. Nevertheless, communication remains an important coordination mechanism that supports effective task implementation.

The study also demonstrates that the work environment has a positive and significant effect on employee performance. A supportive work environment enables employees to work more comfortably, remain focused, and perform their duties more productively, both in public service and traffic law enforcement activities. This finding is consistent with Sedarmayanti's view that the work environment influences employee productivity and is supported by the study of Crisviyan et al. (2024), which found a significant relationship between work environment and performance.

The mediation analysis indicates that work discipline mediates the relationship between work motivation and employee performance. High levels of motivation encourage the development of stronger work discipline, which subsequently improves employee

performance. This finding suggests that work discipline serves as an important mechanism through which motivation is translated into optimal work outcomes. The result supports the findings of Yanto et al. (2023), who reported that work discipline mediates the relationship between work motivation and performance.

However, work discipline was found not to mediate the relationship between work communication and employee performance. This finding indicates that the existing communication processes within the organization are not sufficiently strong to improve performance through the development of work discipline. The result is consistent with the findings of Noviantoro et al. (2022), who also found that work discipline does not mediate the relationship between work communication and employee performance.

Finally, the results reveal that work discipline mediates the relationship between work environment and employee performance. A conducive work environment enhances employee discipline, which in turn leads to improved performance. This finding supports the study of Pulungan et al. (2025), which concluded that work discipline mediates the effect of the work environment on employee performance. Therefore, creating a supportive work environment contributes not only directly to employee performance but also indirectly through the enhancement of work discipline.

Conclusion

This study confirms that work motivation and work environment have positive and significant effects on both work discipline and the performance of Traffic Police officers at Banyuwangi Police Resort. Work communication significantly affects work discipline but does not have a significant direct effect on employee performance. In addition, work discipline has a positive and significant effect on employee performance, indicating that higher levels of discipline are associated with better performance outcomes.

The findings also demonstrate that work discipline mediates the effects of work motivation and work environment on employee performance. In contrast, work discipline does not mediate the relationship between work communication and employee performance. These results suggest that improving employee performance can be more effectively achieved by strengthening work motivation, creating a conducive work environment, and enhancing work discipline as a strategic factor in supporting organizational performance.

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