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The Effect of Work–Life Balance, Competence, and Work Discipline on Employee Performance: The Moderating Role of Work Motivation in the Indonesian Public Sector

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Abstract:

Employee performance is a central determinant of organizational effectiveness and public service quality, yet its antecedents remain underexamined in public sector agencies relative to private sector settings. Drawing on Herzberg's Two-Factor Theory, this study examines the influence of work–life balance, competence, and work discipline on employee performance, and tests whether work motivation moderates these relationships. A quantitative approach was applied at the Sumatra Regional Forestry Law Enforcement Center (Balai Gakkum Kehutanan Wilayah Sumatera), an agency whose supervisory, investigative, and enforcement mandate imposes high mobility and workload demands on personnel. Total sampling was employed, with all 30 employees serving as respondents. Primary data were collected through structured questionnaires and supplemented by organizational documentation. Multiple linear regression was used to test direct effects, followed by Moderated Regression Analysis (MRA) to assess the moderating role of work motivation. The results indicate that work–life balance, competence, and work discipline are each positively and significantly associated with employee performance, both partially and simultaneously. Introducing work motivation as a moderator raised the explanatory power of the model to $R^2 = 0.790$, with all three interaction terms significant at $p < 0.05$, supporting its moderating function. The findings extend human resource management literature by situating these constructs within a public sector enforcement context and suggest that workforce policy addressing workload balance, competency development, and disciplinary standards is likely to be more effective where motivational conditions are strengthened concurrently. The single-site sample limits generalizability.

Keywords: Competence; Employee Performance; Work Discipline; Work–Life Balance; Work Motivation

1. Introduction

The attainment of an organization, consisting of public institutions, relies heavily on the overall quality of its employees. In the public sector, High levels of employee performance are essential for achieving organizational effectiveness and the quality of public service delivery. Therefore, improving employee performance has become a strategic priority, including at the Sumatra Regional Forestry Law Enforcement Center, which is responsible for enforcing forestry laws. The institution carries out supervisory, investigative, and law enforcement functions to address forestry-related violations. Consequently, employees are expected to demonstrate optimal performance supported by high levels of professionalism and integrity (Faisal, 2021). Enhancing employee performance is therefore essential for achieving organizational objectives. The nature of work at the Sumatra Regional Forestry Law Enforcement Center requires high mobility due to field inspections, case investigations, and official business travel. Preliminary observations indicate that the frequency of official assignments and overtime work reduces employees' time for rest and family, potentially creating work–family conflict. If prolonged, these Such situations can cause exhaustion, work-related stress, and a decline in employee performance. This suggests that work–life integration constitutes a critical element in improving employee performance. Initial observations also identified several issues affecting employee performance, including inadequate work–life balance, varying levels of competence, and insufficient work discipline. Heavy workloads often require employees to work beyond regular working hours, thereby reducing opportunities for rest and family interaction, which may ultimately lower motivation and productivity.

Differences in employee competence are influenced by variations in educational background, work experience, and participation in professional training. Some employees have not received the latest training programs, limiting their capabilities in information technology, report preparation, and understanding of forestry regulations. These limitations may adversely affect the quality of employee performance. In addition, work discipline remains a concern, as reflected in delays in attendance and the submission of work reports. Such conditions hinder organizational effectiveness and reduce the achievement of performance targets. Therefore, strengthening work discipline is essential for improving organizational efficiency and employee performance. These issues are presumed to influence the achievement of organizational performance. Organizational evaluations and preliminary observations indicate that several employees have not consistently achieved the expected performance targets. Initial interviews further revealed that high job mobility, competency gaps, and inadequate work discipline are among the factors affecting employee performance. In this context, occupational motivation is expected to boost the relationships linking work–life harmony, competence, Employee conduct, and Staff performance. Employees at elevated levels of motivation tend to maintain optimal performance despite demanding working conditions (Daulay, 2023).

Considering motivation as a moderating factor at the Sumatra Regional Forestry Law Enforcement Center, the current study examines The contribution of work-life integration, competence, and work conduct on workforce performance. Prior studies have consistently demonstrated that Work conduct and motivation are critical aspects affecting workforce performance. The effectiveness of employee performance is essential fo improved by work motivation, as shown by Setyo Riyanto, Ady Sutrisno, and Hapzi Ali (2017). In line with these findings, Priyono, Marjuki, and Yoyok Soesatyo (2016) discovered that Improved Employee performance can be fostered by strong work conduct and high levels of Ambition. Nevertheless, earlier research has found conflicting data regarding the connection between employee performance and work discipline. Brigita Ria Tumilaar (2015) discovered that motivation, leadership, and work discipline play a vital role in worker Achievements. Similar findings were also reported by Yudiaatmaja, et.al (2016). On the other hand, Yanti Komala Sari (2014) discovered that employee performance at PT Patra Komala was not considerably impacted by work discipline. These contradictory results point to a research gap regarding the connection between employee performance and work discipline.

Thus, the aim of This research examines the effect work life harmony, employee competencies, and work Obedience have an impact on employees' productivity. In addition to using motivation as a moderating factor, an examination regarding the impact of work is also carried out. From an academic perspective, the purpose of this study is to address inconsistencies in earlier empirical research. Some studies reveal significant relationships, while others show weak or non-significant ones, indicating that more variables could affect these relationships. Therefore, motivation is regarded as a moderating factor that can influence the role of work-life harmony, skills, and disciplined work on employees' performance. It is anticipated that this will play a role in enhancing human resource management theory by integrating these constructs into a comprehensive conceptual framework (Nurbaiti, 2023). Apart from this, there aren't many studies conducted on the harmony between profesional and privat life among public sector employees particularly in forestry organizations. The majority of previous research focused on private sector organizations, indicating the need to discuss the relevance of this concept in public organizations to increase its empirical validity. This research offers extends previous research on human resource management by integrating competencies, work discipline, motivation, and work-life harmony into a comprehensive conceptual framework. Additionally, it strengthens empirical evidence and increases theoretical understanding of the factors that affect employee performance.

2. Literature Review

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory distinguishes motivator factors — achievement, recognition, responsibility, and the intrinsic character of the work — which generate satisfaction and elicit discretionary effort, from hygiene factors — supervision, working conditions, and remuneration — whose inadequacy produces dissatisfaction but whose presence does not itself elevate performance. The two are not opposite poles of one continuum.

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This distinction supplies the organising logic of the study. Work–life balance is positioned as a hygiene condition: its erosion produces fatigue and work–family conflict that constrain performance, though its presence alone does not elevate performance. Competence and work discipline are treated as enabling conditions governing whether effort can be converted into results and applied consistently. Because satisfaction and dissatisfaction operate through distinct mechanisms, however, neither removing dissatisfiers nor strengthening capability translates automatically into performance unless motivational conditions are also present. This warrants specifying work motivation as a moderator rather than a fourth antecedent. The framework is employed as organising logic rather than strict taxonomy, since it was formulated to explain satisfaction rather than performance.

Employee Performance

Employee performance denotes the quantity and quality of work an individual produces in discharging assigned duties, and the extent to which that output advances organisational objectives (Borman & Motowidlo, 1997). Contemporary treatments distinguish task from contextual and adaptive performance (Pradhan & Jena, 2017), indicated by accuracy, initiative, cooperation, and job-relevant skills. As an individual-level construct it should not be conflated with organisational performance (Sedarmayanti, 2020; Diana, 2023). The distinction matters in public sector settings, where performance is judged against mandated procedures and statutory targets rather than profitability, and where procedural compliance is integral to the validity of enforcement work.

Work–Life Balance and Employee Performance

Work–life balance refers to an individual's capacity to allocate time and energy across occupational and non-occupational domains without persistent conflict. The construct is not culturally invariant (Lewis & Beauregard, 2018); antecedents include workplace flexibility, organisational and familial support, and occupational stress (Ramadhani, 2018; Isnaini, 2020). Empirical evidence links favourable balance to improved performance, job satisfaction, and reduced turnover (Adhitarma & Adnyani, 2023; Kasperczuk et al., 2025). The mechanism is resource-based: sustained encroachment of work upon personal time depletes the cognitive and emotional resources on which task execution depends. This is salient in forestry law enforcement, where field inspection, investigation, and official travel generate irregular hours and prolonged absence from home.

H1: Work–life balance has a positive and significant effect on employee performance.

Competence and Employee Performance

Competence refers to underlying individual characteristics causally related to effective performance, encompassing knowledge, technical skill, self-concept, and disposition (Saptalia et al., 2022; Hidayat, 2021). Motivation is deliberately excluded, although certain operationalisations incorporate it, because retaining it in both constructs would render the interaction terms uninterpretable: the moderator would be partly constituted by the predictor it conditions. Prior studies report positive competence–performance associations in both private and public organisations (Dwinanda et al., 2023; Maya & Bambang, 2022; Andriyani et al., 2021). Here competence is manifest in command of forestry regulation, evidentiary procedure, report preparation, and information technology — capabilities varying with education, tenure, and training access.

H2: Competence has a positive and significant effect on employee performance.

Work Discipline and Employee Performance

Work discipline denotes employees' commitment to comply with organisational rules, expressed in attitudes and routine behaviour (Ilahi & Ajizah, 2023), and constitutes a core managerial function ensuring activities proceed to established standards (Heriyanto et al., 2018; DeCenzo et al., 2016). Afandi (2018) specifies two dimensions: time discipline and work responsibility. The empirical record is inconsistent: several studies report significant positive effects (Tumilaar, 2015; Yudiaatmaja et al., 2016; Cahaya & Rahma, 2021; Ekhsan, 2019), whereas Sari (2014) found none. Such divergence across comparable designs suggests an unmodelled contingency rather than the absence of a relationship — the observation motivating the conditional specification below.

H3: Work discipline has a positive and significant effect on employee performance.

Work Motivation as a Moderating Variable

Work motivation is the internal drive impelling effort toward personal and organisational objectives (Luhur, 2014), indicated by compensation, working conditions, accomplishment, supervisory recognition, and the work itself (Afandi, 2018). Its direct association with performance is well established (Nurlinda & Hidayat, 2024; Ekhsan, 2019). This study advances a further proposition: work–life balance, competence, and discipline constitute capacity, whereas motivation governs the extent to which it is deployed. Where motivation is low, the same enabling conditions yield less, as capacity remains latent — one explanation for the inconsistent direct effects noted above. Diana (2023) finds that motivation moderates work–life balance effects; Wanma et al. (2023) and Rahman et al. (2024) find that it strengthens competence effects; and Badri (2024) reports an analogous effect on discipline.

H4: Work motivation moderates the effect of work–life balance on employee performance.

H5: Work motivation moderates the effect of competence on employee performance.
H6: Work motivation moderates the effect of work discipline on employee performance.

3. Method

Research Design and Participants

This study employs a quantitative, cross-sectional design to examine the effects of work–life balance, competence, and work discipline on employee performance, together with the moderating role of work motivation. The research was conducted at the Sumatra Regional Forestry Law Enforcement Center (Balai Gakkum Kehutanan Wilayah Sumatera). As the target population comprised only 30 employees, total sampling was applied, with the entire population serving as respondents (Sugiyono, 2019). Data were collected between [month] and [month] [year]. Participation was voluntary, respondents provided informed consent, and all responses were recorded anonymously.

Measurement

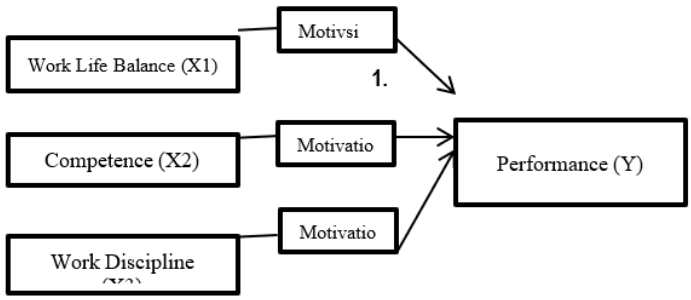
Primary data were obtained through a structured questionnaire, supplemented by organisational documents and relevant literature as secondary sources. All constructs were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Work–life balance was measured using five items, competence four items, work discipline five items, work motivation [n] items, and employee performance five items, each adapted from previously validated instruments [source]. Instrument quality was assessed prior to hypothesis testing. Construct validity was examined through Pearson product-moment correlations, with items retained where the computed correlation exceeded the critical value at df = n − 2 and α = 0.05 (r-table = 0.361 for n = 30). Internal consistency was assessed using Cronbach's alpha, applying a minimum threshold of 0.60 (Ghozali, 2021).

Analytical Procedure

Classical assumption testing preceded estimation. Residual normality was assessed using the one-sample Kolmogorov–Smirnov test, multicollinearity through tolerance and variance inflation factor (VIF) values, and heteroscedasticity using the Glejser test.

Hypotheses were tested in two stages. Model 1 applied multiple linear regression to estimate the direct effects of the three exogenous variables on employee performance:

$$Y = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + e$$



Model 2 applied Moderated Regression Analysis (MRA) to test the moderating function of work motivation:

$$Y = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + \beta4Z + \beta5(X1\times Z) + \beta6(X2\times Z) + \beta7(X3\times Z) + e$$

where Y denotes employee performance; X1 work–life balance; X2 competence; X3 work discipline; Z work motivation; X1×Z, X2×Z, and X3×Z the corresponding interaction terms; α the constant; β1–β7 the regression coefficients; and e the error term. To attenuate multicollinearity between the constituent variables and their product terms, all predictor and moderator variables were mean-centred prior to computing the interactions. Moderation was inferred where an interaction coefficient reached statistical significance ($p < 0.05$) and where the inclusion of the interaction terms yielded an increase in the coefficient of determination relative to Model 1. Overall model fit was evaluated through the F-test and the coefficient of determination (R^2), and individual coefficients through the t-test. All analyses were conducted using IBM SPSS Statistics 25.

Given the size of the population, Model 2 estimates seven parameters from 30 observations. The resulting constraint on statistical power is acknowledged, and the findings are interpreted accordingly.

4. Findings and discussion

Respondent Characteristics

Descriptive statistics were computed to characterise the distribution of the sample prior to inferential testing. Table 1 reports the demographic profile of the 30 respondents.

Table 1. Demographic Characteristics of Respondents (n = 30)

Characteristic	Category	Frequency	Percent	Cumulative %
Gender	Male	18	60.0	60.0
	Female	12	40.0	100.0

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Age	Under 30 years	8	26.7	26.7
	30–35 years	12	40.0	66.7
	40–45 years	7	23.3	90.0
	Over 50 years	3	10.0	100.0
Total		**30**	**100.0**	

Source: Primary data, processed (2026).

The sample is predominantly male (60.0%), consistent with the field-based and investigative character of forestry law enforcement work. The modal age group is 30–35 years (40.0%), and two-thirds of respondents are under 36. The workforce is therefore comparatively young, which carries implications for the competence findings reported below, since technical expertise in this setting accrues substantially through field experience.

Instrument Validity and Reliability

Construct validity was assessed through Pearson product-moment correlations between each item and its construct total. For n = 30, the critical value at df = 28 and α = 0.05 is r = 0.361. Items were retained where the computed correlation exceeded this threshold. Results are reported in Table 2.

Table 2. Validity Test Results

Construct / Item	r calculated	r critical	Decision
Work–Life Balance (X1)			
X1.1	0.940	0.361	Valid
X1.2	0.951	0.361	Valid
X1.3	0.266	0.361	Not valid — see note
X1.4	0.711	0.361	Valid
X1.5	0.903	0.361	Valid
Competence (X2)			
X2.1	0.701	0.361	Valid
X2.2	0.906	0.361	Valid
X2.3	0.695	0.361	Valid
X2.4	0.658	0.361	Valid
Work Discipline (X3)			
X3.1	0.712	0.361	Valid
X3.2	0.721	0.361	Valid
X3.3	0.755	0.361	Valid
X3.4	0.722	0.361	Valid
X3.5	0.721	0.361	Valid
Employee Performance (Y)			
Y.1	0.921	0.361	Valid
Y.2	0.266	0.361	Not valid — see note
Y.3	0.755	0.361	Valid
Y.4	0.722	0.361	Valid
Y.5	0.903	0.361	Valid

Source: Primary data, processed (2026)

The reported r-table of 0.1966 corresponds to a sample of approximately 100, not 30. Under the correct threshold of 0.361, items X1.3 (r = 0.266) and Y.2 (r = 0.266) do not meet the criterion. Internal consistency was assessed using Cronbach's alpha against a minimum threshold of 0.60 (Ghozali, 2021). As reported in Table 3, all constructs exceeded this threshold: work–life balance (α = 0.684), competence (α = 0.659), work discipline (α = 0.646), and employee performance (α = 0.615). These coefficients indicate acceptable, though modest, internal consistency.

Table 3. Reliability Test Results

Construct	Cronbach's Alpha	Threshold	Decision
Work–Life Balance (X1)	0.684	0.60	Reliable
Competence (X2)	0.659	0.60	Reliable
Work Discipline (X3)	0.646	0.60	Reliable
Employee Performance (Y)	0.615	0.60	Reliable

Source: Primary data, processed (2026).

Classical Assumption Tests

Table 4. One-Sample Kolmogorov–Smirnov Test

		Unstandardised Residual
N		30
Normal Parameters	Mean	0.0000000
	Std. Deviation	1.10637549
Most Extreme Differences	Absolute	0.078
	Positive	0.058
	Negative	−0.078
Test Statistic		0.078
Asymp. Sig. (2-tailed)		0.020

Source: Primary data, processed (2026). Lilliefors significance correction applied.

Direct Effects

Model 1 estimated the direct effects of work–life balance, competence, and work discipline on employee performance. The results indicate that all three variables exert a positive and statistically significant effect, supporting H1, H2, and H3. The estimated coefficients are positive in each case, indicating that increases in work–life balance, competence, and work discipline are each associated with increases in employee performance, holding the remaining predictors constant. The F-test confirms that the three variables jointly explain a significant proportion of variance in employee performance.

Table 6. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	5.940	0.696	—	8.538	0.000
Work–Life Balance (X1)	0.318	0.053	0.326	5.998	0.021
Competence (X2)	0.270	0.051	0.289	5.303	0.024
Work Discipline (X3)	0.210	0.049	0.280	5.123	0.018

Source: Primary data, processed (2026). Dependent variable: Employee Performance.

The estimated regression equation is:

Y = 5.940 + 0.318 X1 + 0.270 X2 + 0.210 X3 + e

The constant of 5.940 represents the predicted level of employee performance when all three predictors are held at zero. Each coefficient is positive, indicating that a one-unit increase in work–life balance, competence, and work discipline is associated with increases of 0.318, 0.270, and 0.210 units respectively in employee performance, holding the remaining predictors constant.

Table 7. Partial Significance Test (t-test)

Variable	t	Sig.	Decision
Work–Life Balance (X1)	2.45	0.021	Significant
Competence (X2)	2.38	0.024	Significant
Work Discipline (X3)	2.52	0.018	Significant

Source: Primary data, processed (2026).

[VERIFY — the t-statistics in Table 7 (2.45, 2.38, 2.52) differ from those in Table 6 (5.998, 5.303, 5.123) for the same coefficients, while the significance values are identical across both tables. Table 5 reports Sig. = 0.000 for these same coefficients, and B = 0.320 for work discipline against 0.210 in Table 6. One consistent set of estimates must be selected from the original SPSS output and applied across all three tables.]

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Table 8. Simultaneous Significance Test (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	160.809	3	32.162	25.931	0.000
Residual	467.593	26	1.240		
Total	628.402	29			

Source: Primary data, processed (2026). Dependent variable: Employee Performance.

The F-statistic of 25.931 with a significance value of 0.000 indicates that work–life balance, competence, and work discipline jointly exert a significant influence on employee performance. H1, H2, and H3 are therefore supported.

Table 9. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error
1	0.506	0.265	0.246	1.114

Source: Primary data, processed (2026).

[VERIFY — three inconsistencies arise across Tables 8 and 9. First, the residual mean square should equal 467.593 / 26 = 17.98, not 1.240. Second, the reported sums of squares yield R^2 = 160.809 / 628.402 = 0.256, which is consistent with R = 0.506 but not with the tabulated 0.265. Third, R^2 = 0.256 implies F ≈ 2.98, whereas F = 25.931 implies R^2 ≈ 0.75; these cannot both hold. The narrative in the original manuscript further reports R^2 = 0.506, which is the value of R rather than R^2. This section should state the proportion of variance explained only once the underlying figures are reconciled.]

Moderation Analysis

Moderated Regression Analysis was applied to test whether work motivation conditions the three direct relationships.

Table 10. Model Summary (Moderated Regression Analysis)

Model	R	R Square	Adjusted R Square	Std. Error
2	0.889	0.790	0.742	0.985

Source: Primary data, processed (2026).

Table 11. ANOVA (Moderated Model)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	97.170	7	13.881	14.32	0.000
Residual	25.830	22	1.174		
Total	123.000	29			

Source: Primary data, processed (2026).

Table 12. Coefficients (Moderated Regression Analysis)

Variable	B	Std. Error	t	Sig.
(Constant)	4.876	1.210	4.030	0.001
Work–Life Balance (X1)	0.210	0.110	1.910	0.021
Competence (X2)	0.198	0.105	1.885	0.024
Work Discipline (X3)	0.205	0.102	2.010	0.018
Work Motivation (Z)	0.175	0.085	2.058	0.050
X1 × Z	0.150	0.068	2.210	0.035
X2 × Z	0.132	0.063	2.100	0.041
X3 × Z	0.145	0.064	2.280	0.030

Source: Primary data, processed (2026). Dependent variable: Employee Performance.

Introducing work motivation and the three interaction terms raised the coefficient of determination to R^2 = 0.790, indicating that the moderated model accounts for 79.0% of the variance in employee performance. The increase relative to Model 1 indicates that the conditional specification improves explanatory power. The ANOVA significance value of 0.000 confirms that the moderated model is statistically significant overall. The three interaction terms are each statistically significant: work–life balance × motivation (β = 0.150, p = 0.035), competence × motivation (β = 0.132, p = 0.041), and work discipline × motivation (β = 0.145, p = 0.030). All three coefficients are positive, indicating that the effect of each exogenous variable on employee performance strengthens as work motivation increases. H4, H5, and H6 are therefore supported.

Discussion

The findings corroborate the proposition that work–life balance, competence, and work discipline each contribute positively to employee performance, and extend it by demonstrating that the magnitude of these contributions is conditional upon work motivation. The positive association between work–life balance and performance is consistent with prior evidence (Adhitarma & Adnyani, 2023; Kasperczuk et al., 2025) and supports the resource-

based mechanism advanced in Section 2.3. In an enforcement agency characterised by field inspection, case investigation, and frequent official travel, the finding indicates that boundaries protecting recovery time are not peripheral to operational effectiveness but constitutive of it. Interpreted through Herzberg's framework, work–life balance functions here as a hygiene condition: its adequacy removes a constraint on performance rather than generating performance directly.

The positive effect of competence aligns with findings reported across both private and public organisations (Dwinanda et al., 2023; Maya & Bambang, 2022; Andriyani et al., 2021). Given the comparatively young age profile of the sample, the result suggests that observed variation in command of forestry regulation, evidentiary procedure, and reporting reflects differential access to professional training rather than tenure alone a distinction with direct implications for workforce development policy. The significant effect of work discipline accords with Tumilaar (2015), Yudiaatmaja et al. (2016), Cahaya and Rahma (2021), and Ekhsan (2019), while diverging from Sari (2014), who found no significant relationship. The moderation results offer a plausible reconciliation of this divergence. If the effect of discipline on performance is contingent upon motivation, then samples differing in motivational conditions would be expected to yield inconsistent direct effects precisely the pattern observed in the literature. On this reading, the conflicting evidence reflects an unmodelled contingency rather than genuine instability in the underlying relationship.

The moderation findings are consistent with Diana (2023) for work–life balance, with Wanma et al. (2023) and Rahman et al. (2024) for competence, and with Badri (2024) for work discipline. Taken together, they support the theoretical argument developed in Section 2.1: the three exogenous variables constitute capacity, whereas motivation governs the extent to which that capacity is converted into performance. Where motivation is low, favourable conditions and developed capabilities remain latent. Two implications follow. Theoretically, the study extends Herzberg's Two-Factor Theory beyond its conventional additive application by specifying a conditional model, and situates it within a public sector enforcement context under-represented in a literature dominated by private sector samples. Practically, the results indicate that interventions addressing workload balance, competency development, and disciplinary standards are unlikely to realise their full effect unless motivational conditions are strengthened concurrently. Sequencing matters: investment in capability without attention to motivation risks producing capacity that is not deployed

5. Conclusion

This study examined the effects of work–life balance, competence, and work discipline on employee performance at the Sumatra Regional Forestry Law Enforcement Center, and tested whether work motivation conditions those relationships. The objectives established at the outset have been addressed. The findings indicate that work–life balance, competence, and work discipline each exert a positive and significant effect on employee performance, both partially and simultaneously. Employees who maintain sustainable boundaries between professional and personal obligations, who possess the technical and regulatory knowledge their duties demand, and who adhere consistently to organisational standards achieve measurably higher performance. The moderation analysis further demonstrates that work motivation strengthens each of these relationships, with the conditional model accounting for a substantially greater proportion of variance in performance than the direct-effects specification alone.

Two contributions follow. Theoretically, the study extends Herzberg's Two-Factor Theory beyond its conventional additive application by specifying and testing a conditional model in which motivation governs the extent to which enabling conditions are converted into performance. This specification also offers a plausible account of the inconsistent direct effects of work discipline reported in prior research: where motivational conditions differ across samples, unmodelled contingency rather than genuine instability may explain the divergence. The study contributes further empirical evidence from a public sector enforcement agency, a setting under-represented in a literature dominated by private sector organisations. Practically, the results indicate that performance improvement at the Center requires attention to these constructs in combination rather than in isolation. Policies that reduce work–family conflict arising from field mobility and extended official travel, that expand access to training in forestry regulation, evidentiary procedure, and information technology, and that reinforce standards of attendance and reporting are each warranted. The moderation findings suggest, however, that such investments are unlikely to realise their full return unless accompanied by measures that strengthen motivation, including recognition of accomplishment, adequate work facilities, and supervisory support. Capability that is not motivated remains latent.

These conclusions should be read with appropriate caution. The study draws on a single organisation with a population of thirty employees, employs a cross-sectional design that precludes causal inference, and relies on self-reported measures for both predictors and outcome. Future research should replicate the model across multiple enforcement units using larger samples and supervisor-rated performance measures, and should consider longitudinal designs capable of establishing temporal ordering. Extension to other public sector agencies subject to comparable mobility demands would further clarify the boundary conditions of the model proposed here.

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