



Organizational Commitment and Work Discipline Effects on Employee Performance: The Mediating Role of Job Satisfaction

Muchamad Nuryono Hariadi^{1*}, Susanto Sukiman²

Dr. Soetomo University, Surabaya, Indonesia^{1,2}

*Corresponding author: mnhariadi@gmail.com |

Received: 16 March 2026 | Revised: 28 April 2026 | Published: 27 May 2026

Abstract

Purpose: This study aims to examine the influence of organizational commitment and work discipline on employee performance by considering job satisfaction as an intervening variable among civil servants at the Sidoarjo Regency Secretariat.

Research Methodology: This study employed a quantitative research approach. The research population consisted of civil servants at the Sidoarjo Regency Secretariat, with 101 respondents selected using a purposive sampling technique. Data were collected through questionnaires and analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS 4.0.

Results: The findings indicate that organizational commitment and work discipline have a positive and significant effect on employee performance. Furthermore, job satisfaction significantly influences employee performance. Organizational commitment and work discipline also have significant positive effects on job satisfaction. The mediation analysis confirms that job satisfaction significantly mediates the relationship between organizational commitment and employee performance, as well as between work discipline and employee performance.

Conclusion: This study concludes that improving employee performance requires strengthening organizational commitment, maintaining work discipline, and enhancing job satisfaction. Job satisfaction serves as an important psychological mechanism that explains how organizational commitment and discipline contribute to better employee performance.

Limitations: This study is limited to civil servants within the Sidoarjo Regency Secretariat, which may restrict the generalizability of the findings to other government institutions or organizational contexts.

Contribution: This study contributes to human resource management literature by demonstrating the mediating role of job satisfaction in explaining the relationship between organizational commitment, work discipline, and employee performance.

Keywords: *Employee Performance, Job Satisfaction, Organizational Commitment, Work Discipline*

How to Cite: Hariadi, M. N., & Sukiman, S. (2026). Organizational Commitment and Work Discipline Effects on Employee Performance: The Mediating Role of Job Satisfaction. *Nexus of Talent and Organizational Innovation (NTOI)*, 1(2), 131-142.

1. Introduction

Employees are one of the most valuable resources within an organization because their performance determines the achievement of organizational goals and the effectiveness of institutional operations. In modern organizations, particularly public sector institutions, human resource management has become an essential factor in ensuring organizational sustainability and service quality. Government institutions rely heavily on employees' ability, commitment, and professionalism to transform policies

and programs into effective public services [\(Zhang, Yang, Walker, & Wang, 2022\)](#). Therefore, employee performance becomes a strategic concern because it reflects the extent to which employees successfully accomplish their responsibilities according to organizational expectations. Employee performance represents the quality and quantity of work achieved by individuals in carrying out their assigned duties. High employee performance contributes to organizational effectiveness by improving productivity, service delivery, and achievement of institutional objectives. Conversely, low performance may reduce organizational efficiency and hinder the achievement of strategic goals. In public sector organizations, employee performance is particularly important because government employees are required to demonstrate accountability, professionalism, and consistency in serving society [\(Syailendra, 2023; Wijayanto, & Riani, 2021\)](#).

From the perspective of human resource management, employee performance is influenced by various individual and organizational factors. Among these factors, organizational commitment and work discipline are considered important determinants because they influence employees' attitudes, behaviors, and willingness to contribute to organizational objectives. Employees with strong organizational commitment tend to demonstrate greater loyalty, responsibility, and willingness to make efforts for organizational success. Meanwhile, work discipline reflects employees' compliance with organizational regulations, punctuality, and responsibility in completing assigned tasks [\(Ferdinandus, 2020; Asgaruddin, 2023\)](#).

Organizational commitment describes employees' psychological attachment to an organization, which influences their willingness to remain and contribute to organizational success. Employees with high organizational commitment generally demonstrate stronger identification with organizational values and greater willingness to achieve institutional goals [\(Singh & Onahring, 2019\)](#). This commitment reflects employees' loyalty, emotional involvement, and acceptance of organizational objectives, which encourage them to invest greater effort in completing their responsibilities. Employees who feel a strong connection with their organization are more likely to demonstrate positive work attitudes, maintain consistency in their performance, and show greater responsibility toward achieving organizational targets [\(Kim, & Beehr, 2020; Sismiati, Sulaiman, Rudhan, Nurlela, Dema, Darmawansyah, & Che-Ni, 2025\)](#). In contrast, low organizational commitment may reduce employee involvement and negatively affect performance. Another important factor influencing employee performance is work discipline. Discipline represents employees' awareness and willingness to follow organizational rules and procedures. Employees with strong discipline tend to complete their responsibilities effectively, maintain punctuality, and demonstrate consistent work behavior [\(Ferdinandus, 2020; Kurbani, Novalia, & Nuarly, 2023\)](#). In public organizations, maintaining employee discipline is essential because poor discipline can reduce service effectiveness and create operational problems.

However, organizational commitment and work discipline may not always directly translate into improved performance. Psychological factors, particularly job satisfaction, may serve as an important mechanism explaining this relationship. Job satisfaction reflects employees' positive feelings and attitudes toward their work [\(Vadilla, Fitria, & Wahjono, 2025\)](#). Employees who experience satisfaction tend to demonstrate greater motivation, commitment, and willingness to perform effectively. Therefore, job satisfaction can function as an intervening variable that explains how organizational commitment and discipline influence employee performance [\(Wahjoedi, 2021\)](#).

The Sidoarjo Regency Secretariat represents a public sector institution that requires professional and reliable human resources to support administrative services and government activities. However, several challenges related to employee discipline and performance have been identified, including employee tardiness, absenteeism, delayed task completion, and reduced work effectiveness. These conditions indicate the importance of examining factors that influence employee performance within this institutional context.

Although previous studies have examined the relationship between organizational commitment, work discipline, job satisfaction, and employee performance, further investigation is needed to understand the mediating mechanism of job satisfaction, particularly among civil servants in local government institutions. Therefore, this study aims to analyze the influence of organizational commitment and work discipline on employee performance through job satisfaction as an intervening variable among civil servants at the Sidoarjo Regency Secretariat.

2. Literature Review and Hypothesis/es Development

2.1 Organizational Commitment and Employee Performance

Organizational commitment refers to employees' psychological attachment, identification, and willingness to remain involved in achieving organizational goals. Employees with high organizational commitment tend to demonstrate loyalty, responsibility, and willingness to contribute beyond their formal job requirements. Strong commitment encourages employees to align their personal goals with organizational objectives, resulting in improved work performance [\(Bantilan, Sombilon, Regidor, Mondoyo, & Edig, 2024\)](#). According to organizational behavior theory, committed employees are more likely to demonstrate positive work attitudes because they perceive organizational success as part of their personal achievement. Employees who feel emotionally connected to their organization tend to show greater effort, persistence, and responsibility in completing their tasks. Conversely, employees with low organizational commitment may demonstrate reduced involvement and weaker performance [\(Restiani & Indiyati, 2024; Mursal et al., 2025; Ngaliman et al., 2025\)](#).

In public sector organizations, organizational commitment is particularly important because employees are responsible for implementing government programs and providing services to society. Civil servants with strong commitment are more likely to maintain professionalism and contribute effectively to institutional goals [\(Chen & Aklikokou, 2021\)](#). Previous studies have demonstrated that organizational commitment positively influences employee performance. Employees with higher commitment levels tend to achieve better performance because they possess stronger motivation and responsibility toward organizational objectives. Based on these arguments, the following hypothesis is proposed:

H₁: Organizational commitment has a positive and significant effect on employee performance.

2.2 Work Discipline and Employee Performance

Work discipline refers to employees' willingness to comply with organizational rules, procedures, and responsibilities. Discipline reflects employees' awareness and commitment to performing their duties according to established standards. Employees with strong discipline tend to demonstrate punctuality, responsibility, consistency, and compliance with organizational regulations [\(Adil et al., 2025; Sanjaya et al., 2025\)](#). From the perspective of organizational behavior, discipline functions as a mechanism for directing employee behavior toward organizational objectives. Employees who maintain discipline are more likely to manage their workload effectively, complete assignments on time, and maintain consistent performance. Conversely, low discipline may result in absenteeism, delays, and reduced organizational effectiveness [\(Ichdan, 2024; Kurbani et al., 2023\)](#).

In public sector institutions, work discipline is an essential element because employee behavior directly influences the quality of public services. Civil servants who demonstrate discipline are better able to maintain service standards and fulfill their administrative responsibilities effectively [\(Rasul, Rogger, & Williams, 2021\)](#). Previous empirical studies have confirmed that work discipline significantly influences employee performance. Higher levels of discipline encourage employees to demonstrate responsibility and consistency, which ultimately contribute to improved performance outcomes. Therefore, the following hypothesis is proposed:

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

2.3 Job Satisfaction and Employee Performance

Job satisfaction refers to employees' positive feelings and attitudes toward their work, including their perceptions of responsibilities, workplace conditions, recognition, compensation, career opportunities, and organizational support. Job satisfaction reflects the extent to which employees feel that their expectations, needs, and values are fulfilled within the organization. Employees who experience high levels of job satisfaction tend to demonstrate greater enthusiasm, commitment, loyalty, and willingness to contribute to organizational success. Conversely, employees with low job satisfaction may experience reduced motivation, decreased involvement, and lower commitment toward their responsibilities ([Prawira & Assa, 2025](#); [Kundori et al., 2025](#)).

According to organizational behavior theory, satisfied employees are more likely to exhibit positive work behaviors because they perceive their jobs and organizational environment favorably. Job satisfaction creates a positive psychological state that encourages employees to perform their tasks effectively, maintain productive relationships, and demonstrate stronger engagement in achieving organizational objectives. Employees who feel satisfied with their work are more likely to show initiative, responsibility, and persistence when facing workplace challenges. In addition, job satisfaction can reduce negative behaviors such as absenteeism, turnover intention, and decreased productivity, thereby supporting organizational effectiveness ([Haryanto, Wibisono, & Catrayasa, 2025](#)).

In the context of human resource management, job satisfaction serves as an important factor linking organizational practices with employee outcomes. Fair treatment, supportive leadership, career development opportunities, and a comfortable work environment can create positive perceptions that encourage employees to improve their performance and commitment. Therefore, job satisfaction functions not only as an emotional response toward work but also as a psychological mechanism that influences employee behavior and performance ([Kumari, Ali, & Abbas, 2021](#)). In public sector organizations, satisfied employees are more likely to demonstrate professionalism, accountability, and commitment in delivering quality public services. Thus, improving job satisfaction is essential for government institutions seeking to enhance employee performance and organizational effectiveness.

Previous studies indicate that job satisfaction has a positive relationship with employee performance. Employees who experience higher satisfaction levels tend to demonstrate better productivity and work quality. Therefore, the following hypothesis is formulated:

H₃: Job satisfaction has a positive and significant effect on employee performance.

2.4 Organizational Commitment and Job Satisfaction

Organizational commitment reflects the extent to which employees accept organizational values, demonstrate loyalty, and possess a willingness to contribute to achieving organizational goals. Employees with strong commitment tend to perceive their roles as meaningful and valuable, which can increase their sense of satisfaction with their responsibilities, workplace relationships, and organizational environment. From a psychological perspective, organizational commitment creates a sense of belonging and emotional connection between employees and their organization. This relationship encourages employees to develop positive attitudes toward their tasks, workplace conditions, and institutional objectives. When employees feel that they are an important part of the organization, they are more likely to experience greater satisfaction because their personal values and expectations are aligned with organizational goals. In contrast, employees with low organizational commitment may feel less connected to their workplace, resulting in lower satisfaction and reduced involvement in organizational activities ([Singh & Onahring, 2019](#); [Kim & Beehr, 2020](#)).

In the context of public sector organizations, organizational commitment plays an important role because civil servants are expected to demonstrate loyalty, responsibility, and dedication in providing services to society. Employees who possess strong commitment are more likely to appreciate their roles, maintain positive attitudes toward their work, and contribute actively to organizational success. A strong sense of commitment can also create a more positive work experience, which ultimately

enhances job satisfaction [\(Sismiati, Sulaiman, Rudhan, Nurlela, Dema, Darmawansyah, & Che-Ni, 2025\)](#). Previous studies have demonstrated that organizational commitment has a positive and significant effect on job satisfaction. Employees with higher levels of organizational commitment tend to experience greater satisfaction because they perceive a stronger connection between their personal values and organizational objectives. Therefore, organizational commitment is expected to strengthen employees' positive perceptions of their work and increase job satisfaction. Based on these theoretical arguments, the following hypothesis is proposed:

H₄: Organizational commitment has a positive and significant effect on job satisfaction.

2.5 Work Discipline and Job Satisfaction

Work discipline can influence job satisfaction because a disciplined organizational environment provides employees with clarity regarding expectations, responsibilities, and performance standards. Work discipline reflects employees' awareness and willingness to comply with organizational regulations, which helps create an orderly and predictable work environment. Employees who understand their roles and responsibilities are more likely to experience psychological comfort because they have clear guidance in performing their duties. As a result, effective discipline can reduce uncertainty, improve work consistency, and create positive perceptions toward the organization [\(Ichdan, 2024; Sanjaya et al., 2024\)](#).

From an organizational behavior perspective, discipline does not only function as a mechanism for controlling employee behavior but also contributes to creating organizational stability and fairness. When disciplinary policies are implemented consistently and supported by transparent procedures, employees are more likely to perceive that the organization treats them fairly. This perception can strengthen trust, improve workplace relationships, and increase job satisfaction. Conversely, inconsistent or unfair disciplinary practices may create dissatisfaction, reduce employee engagement, and negatively influence attitudes toward the organization [\(Bantilan et al., 2024\)](#).

In public sector organizations, work discipline plays an important role because civil servants are required to maintain professionalism, accountability, and compliance with institutional regulations. A clear disciplinary system helps employees understand their duties, manage their responsibilities effectively, and develop a sense of security in their workplace. Employees who demonstrate discipline are more likely to experience positive feelings toward their work because they are able to perform their responsibilities effectively within a structured organizational environment [\(Ngaliman et al., 2025\)](#). Previous studies have shown that work discipline has a positive and significant effect on job satisfaction, indicating that disciplined employees tend to have more positive perceptions of their work and organization. Therefore, strengthening work discipline can contribute not only to improving employee behavior but also to enhancing job satisfaction. Based on these theoretical arguments, the following hypothesis is proposed:

H₅: Work discipline has a positive and significant effect on job satisfaction.

2.6 The Mediating Role of Job Satisfaction between Organizational Commitment, Work Discipline, and Employee Performance

Job satisfaction may serve as an important psychological mechanism explaining how organizational commitment and work discipline influence employee performance. Organizational commitment reflects employees' emotional attachment, loyalty, and willingness to contribute to organizational success, while work discipline represents employees' responsibility, consistency, and compliance with organizational standards. Although organizational commitment and work discipline can directly improve employee performance, their influence may become stronger when employees experience satisfaction with their work. Job satisfaction creates positive psychological conditions that encourage employees to maintain commitment, demonstrate responsible behavior, and increase their willingness to achieve organizational goals [\(Haryanto et al., 2025; Kumari et al., 2021; Kundori et al., 2025\)](#).

Employees with high organizational commitment are more likely to experience job satisfaction because they perceive a strong relationship between their personal values and organizational objectives. A strong sense of belonging encourages employees to feel valued and involved in organizational activities, which increases their positive attitudes toward their work. Similarly, employees with strong work discipline tend to experience higher job satisfaction because clear expectations, structured procedures, and consistent organizational practices provide a sense of stability and fairness. When employees understand their responsibilities and receive appropriate support from the organization, they are more likely to develop positive perceptions of their workplace and demonstrate greater satisfaction ([Hanafiah, Adiba, Dewantara, & Safarah, 2025](#)).

Therefore, job satisfaction functions as a mediating variable that explains how organizational commitment and work discipline are transformed into improved employee performance. Satisfied employees are more likely to demonstrate higher enthusiasm, stronger engagement, and greater responsibility in completing their tasks. In the context of public sector organizations, employees who possess strong commitment, discipline, and satisfaction are expected to provide better services and contribute more effectively to institutional objectives ([Faeni et al., 2025](#); [Hanafiah et al., 2025](#)). Thus, job satisfaction does not only represent an outcome of organizational conditions but also acts as a bridge that strengthens the relationship between organizational commitment, work discipline, and employee performance. Based on these theoretical arguments, the following hypotheses are proposed:

H₆: Job satisfaction mediates the relationship between organizational commitment and employee performance.

H₇: Job satisfaction mediates the relationship between work discipline and employee performance.

3. Research Methodology

This study adopted a quantitative approach. According to [Sugiyono \(2020\)](#), quantitative research is a method based on the philosophy of positivism used to investigate specific populations or samples. The aim of quantitative research is to explain the relationship between influencing and influenced variables, specifically examining the impact of organizational commitment and work discipline on employee performance, with job satisfaction serving as an intervening variable. This research was conducted at the Regional Secretariat Office of Sidoarjo Regency. Purposive sampling was employed, with a total of 101 respondents. Data analysis was performed using Structural Equation Modeling (SEM), which comprehensively explains the relationships among the variables in this study, utilizing SmartPLS 4.0 software.

4. Results and Discussion

4.1 Results

Model analysis using partial least squares (PLS) with the Smart PLS program yielded the following results:

Table 1. Results of SEM Analysis

Variable Relationship	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values	Results
Organizational Commitment (X_1) $\rightarrow$ Employee Performance (Y)	0.022	0.087	6,998	0.033	Significant
Work Discipline (X_2) $\rightarrow$ Employee Performance (Y)	0.032	0.069	8,618	0.002	Significant

Variable Relationship	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values	Results
Job Satisfaction (Z) → Employee Performance (Y)	0.198	0.064	8,564	0.009	Significant
Organizational Commitment (X ₁) → Job Satisfaction (Z)	0.029	0.065	7,333	0.019	Significant
Work Discipline (X ₂) → Job Satisfaction (Z)	0.019	0.017	8,876	0.001	Significant
Organizational Commitment (X ₁) → Work Discipline (X ₂) → Job Satisfaction (Z) → Employee Performance (Y)	0.098	0.126	8,666	0.005	Significant

Table 1 presents the results of hypothesis testing using SEM analysis. The findings indicate that all proposed hypotheses are supported, as all relationships among organizational commitment, work discipline, job satisfaction, and employee performance show significant effects ($p < 0.05$). These results confirm that organizational commitment and work discipline influence employee performance both directly and indirectly through job satisfaction as a mediating variable.

4.2 Discussion

4.2.1 The Effect of Organizational Commitment on Employee Performance

The results of hypothesis testing indicate that organizational commitment has a positive and significant effect on employee performance. Based on the SEM-PLS analysis, the relationship between organizational commitment and employee performance shows a t-statistic value of 6.998 with a p-value of 0.033 (< 0.05). Therefore, H1 is accepted, indicating that employees with stronger organizational commitment tend to demonstrate better performance.

The findings demonstrate that organizational commitment plays an important role in encouraging employees to contribute effectively to organizational objectives. Employees who possess strong commitment tend to have greater emotional attachment, loyalty, and willingness to make efforts for organizational success. In the context of civil servants at the Sidoarjo Regency Secretariat, organizational commitment reflects employees' willingness to support government programs, fulfill institutional responsibilities, and maintain professionalism in providing public services.

Furthermore, committed employees are more likely to demonstrate positive work behaviors, such as responsibility, persistence, and willingness to complete tasks effectively. A strong sense of belonging encourages employees to consider organizational achievements as part of their personal success. Therefore, strengthening organizational commitment through organizational support, effective leadership, and employee involvement can become an important strategy for improving employee performance (Ichdan, 2024).

4.2.2 The Effect of Work Discipline on Employee Performance

4.2.3 The Effect of Job Satisfaction on Employee Performance

The hypothesis testing results show that job satisfaction has a positive and significant effect on employee performance. The SEM-PLS analysis indicates a t-statistic value of 8.564 with a p-value of 0.009 (< 0.05). Therefore, H3 is accepted, suggesting that employees with higher levels of job satisfaction tend to achieve better performance outcomes.

Job satisfaction influences employee performance because satisfied employees tend to develop positive attitudes toward their work, organization, and responsibilities. Employees who perceive their

workplace conditions, organizational support, and responsibilities positively are more likely to demonstrate enthusiasm, commitment, and willingness to contribute. In contrast, employees with low satisfaction may experience reduced motivation and decreased involvement in organizational activities. In the context of the Sidoarjo Regency Secretariat, maintaining employee satisfaction is essential because civil servants are responsible for supporting administrative processes and public services. Employees who feel satisfied with their work are more likely to demonstrate professionalism, accountability, and consistent performance. Therefore, organizations need to enhance job satisfaction through supportive leadership, fair treatment, recognition, and improved workplace conditions ([Hanafiah, Adiba, Dewantara, & Safarah, 2025](#)).

4.2.4 The Effect of Organizational Commitment on Job Satisfaction

The results indicate that organizational commitment has a positive and significant effect on job satisfaction. The SEM-PLS analysis shows a t-statistic value of 7.333 with a p-value of 0.019 (<0.05). Thus, H4 is accepted, indicating that stronger organizational commitment contributes to higher levels of job satisfaction.

Employees with strong organizational commitment tend to develop positive perceptions toward their organization because they feel connected with organizational values and objectives. This emotional attachment creates a sense of belonging and appreciation, which increases satisfaction with their work. Employees who believe that their contributions are meaningful are more likely to experience positive feelings toward their responsibilities and workplace environment. Therefore, organizations should focus on strengthening employee commitment by creating supportive organizational cultures, improving communication, and involving employees in organizational activities. These efforts can enhance employees' satisfaction and encourage stronger engagement with organizational goals ([Widodo, 2025](#); [Karim et al., 2025](#)).

4.2.5 The Effect of Work Discipline on Job Satisfaction

The analysis demonstrates that work discipline has a positive and significant effect on job satisfaction. The SEM-PLS results show a t-statistic value of 8.876 with a p-value of 0.001 (<0.05). Therefore, H5 is accepted, indicating that disciplined employees tend to experience higher job satisfaction.

A disciplined work environment creates clarity regarding employee responsibilities, performance expectations, and organizational procedures. When employees understand their roles and work within a structured system, they are more likely to experience psychological comfort and satisfaction. Consistent implementation of organizational rules also creates perceptions of fairness and stability, which contribute to positive employee attitudes. In public sector organizations, effective discipline helps employees manage responsibilities and maintain professionalism. Therefore, discipline should not only be viewed as an enforcement mechanism but also as a strategy for creating a stable and satisfying work environment ([Asgaruddin, 2023](#); [Ferdinandus, 2020](#)).

4.2.6 The Mediating Effect of Job Satisfaction on the Relationship between Organizational Commitment and Employee Performance

The mediation analysis shows that job satisfaction significantly mediates the relationship between organizational commitment and employee performance. The SEM-PLS results indicate a t-statistic value of 8.666 with a p-value of 0.005 (<0.05). Therefore, H6 is accepted, confirming that organizational commitment contributes to employee performance through increased job satisfaction.

This finding indicates that organizational commitment does not only directly influence performance but also operates through employees' psychological experiences. Employees who feel strongly attached to their organization are more likely to experience satisfaction, which subsequently encourages them to demonstrate better performance. Job satisfaction strengthens the positive impact of commitment by increasing employees' enthusiasm, engagement, and willingness to contribute.

Therefore, improving employee performance requires organizations to develop strategies that strengthen both commitment and satisfaction. Creating a supportive organizational culture, recognizing employee contributions, and maintaining positive relationships can enhance satisfaction and ultimately improve performance outcomes ([Onyango, 2019](#)).

4.2.7 The Mediating Effect of Job Satisfaction on the Relationship between Work Discipline and Employee Performance

The results confirm that job satisfaction mediates the relationship between work discipline and employee performance. The mediation analysis produces a t-statistic value of 8.666 with a p-value of 0.005 (<0.05). Thus, H_7 is accepted, indicating that work discipline improves employee performance through increased job satisfaction.

This finding suggests that disciplined behavior contributes to positive employee experiences, which subsequently enhance performance. Employees who comply with organizational procedures and demonstrate responsibility are more likely to experience a structured and supportive work environment. This condition increases satisfaction and encourages employees to perform their duties more effectively. In public sector organizations, maintaining discipline while ensuring employee satisfaction is essential for achieving sustainable performance. Organizations should therefore combine disciplinary practices with supportive human resource management approaches to ensure that employees perceive discipline as a means of improving effectiveness rather than merely a form of control. Through this approach, work discipline can strengthen job satisfaction and ultimately contribute to improved employee performance ([Okolie & Udom, 2019](#); [Parker & Grote, 2022](#)).

5. Conclusions

Based on the data analysis and discussions, several conclusions can be drawn. First, organizational commitment positively influences employee performance. Second, work discipline positively affects employee performance. Third, job satisfaction significantly enhances employee performance. Additionally, organizational commitment positively influenced job satisfaction, and work discipline had a similar effect on job satisfaction. Importantly, job satisfaction serves as a mediator between organizational commitment and employee performance, as well as between work discipline and employee performance. These findings highlight the interconnectedness of these variables in promoting effective employee performance.

Acknowledgement

The authors would like to express their sincere gratitude to the Sidoarjo Regency Secretariat for providing support and access during the data collection process. The authors also acknowledge all civil servants who participated as respondents and contributed valuable information for this research. Furthermore, the authors appreciate the support and constructive feedback from colleagues and academic institutions that assisted in the completion and improvement of this study.

Author Contributions

MNH conceptualized the study, developed the methodology, conducted the investigation, performed the formal analysis, managed data curation, and prepared the original draft of the manuscript. SS contributed to the validation process, reviewed and edited the manuscript, and provided supervision throughout the research process. Both authors have read and agreed to the published version of the manuscript.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently, and all processes related to data collection, analysis, interpretation, and manuscript preparation were carried out objectively and transparently.

References

- Adil , A. ., Marhani, M., & Rosa, I. (2025). The influence of individual characteristics and work discipline on the performance of PT employees Bank Syariah Indonesia Palopo Branch. *Dirham: Journal of Sharia Finance and Economics*, 1(1), 15-25. <https://doi.org/10.35912/josfe.v1i1.3330>
- Asgaruddin, A. (2023). Work Professionalism Through Work Discipline on Employee Performance (a Literature Study Human Resource Management). *Dinasti International Journal of Management Science (DIJMS)*, 4(6). <https://doi.org/10.31933/dijms.v4i4>
- Bantilan, J. C., Sombilon, E. J. J., Regidor, A. R., Mondoyo, D. P., & Edig, M. M. N. (2024). Impact of transformational leadership and school environment on organizational commitment of teachers. *Journal of Social, Humanity, and Education*, 4(2), 99-116. <https://doi.org/10.35912/jshe.v4i2.1584>
- Chen, L., & Aklikokou, A. K. (2021). Relating e-government development to government effectiveness and control of corruption: a cluster analysis. *Journal of Chinese Governance*, 6(1), 155-173. <https://doi.org/10.1080/23812346.2019.1698693>
- Faeni, R. P., Faeni, D. P., Pujiati, H., & Cahaya, Y. F. (2025). From Green HRM to sustainability: A study of ground handling in java with employee performance as a key link. *Annals of Human Resource Management Research*, 5(3), 305-320. <https://doi.org/10.35912/ahrmr.v5i3.2991>
- Ferdinandus, S. (2020). Effect of discipline on employee performance through total quality management as mediation variables. *Management Science Letters*, 10(12), 2905-2912. <https://doi.org/10.5267/j.msl.2020.4.016>
- Hanafiah, A., Adiba, F. ., Dewantara , C. E. ., & Safarah, F. (2025). Exploring How the Recruitment System Enhances Employee Performance at Kusuma Agrotourism. *Annals of Human Resource Management Research*, 5(3), 457-472. <https://doi.org/10.35912/ahrmr.v5i3.3804>
- Haryanto, E. ., Wibisono, C. ., & Catrayasa, I. W. (2025). The effect of education, training, and promotion on employee performance through job satisfaction in the inspectorate of Tanjungpinang City and Bintan District. *Global Academy of Business Studies*, 1(4), 225-241. <https://doi.org/10.35912/gabs.v1i4.3569>
- Ichdan, D. A. (2024). Analysis of employee performance through productivity: The role of kaizen culture, motivation, and work discipline in the manufacturing industry. *Annals of Human Resource Management Research*, 4(1), 13-28. <https://doi.org/10.35912/ahrmr.v4i1.2158>
- Karim, L., Morin, H., & Binur, R. E. (2025). Motivation, discipline, and competence: Improving employee performance at the Jayapura Regency Office. *Annals of Human Resource Management Research*, 5(4), 61-76. <https://doi.org/10.35912/ahrmr.v5i4.3307>
- Kim, M., & Beehr, T. A. (2020). Empowering leadership: leading people to be present through affective organizational commitment?. *The International Journal of Human Resource Management*, 31(16), 2017-2044. <https://doi.org/10.1080/09585192.2018.1424017>
- Kumari, K., Ali, S. B., & Abbas, J. (2021). Examining the Role of Motivation and Reward in Employees' Job Performance through Mediating Effect of Job Satisfaction: An Empirical Evidence. *International Journal of Organizational Leadership*, 10(4). <https://doi.org/10.33844/ijo.1.2021.60606>

- Kundori, K., Fauziningrum, E., & Sukrisno, S. (2025). Physical and social environment as predictors of job satisfaction for seafarers: An empirical study of the shipping industry in Indonesia. *Annals of Human Resource Management Research*, 5(3), 95-108. <https://doi.org/10.35912/ahrmr.v5i3.3156>
- Kurbani, A., Novalia, N., & Nuarly, M. (2023). The effect of health, spatial planning and work discipline on employee work effectiveness. *Journal of Multidisciplinary Academic and Practice Studies*, 1(2), 71-80. <https://doi.org/10.35912/jomaps.v1i2.1619>
- Kurbani, A. ., Novalia, N., & Nuarly, M. (2023). The effect of health, spatial planning and work discipline on employee work effectiveness. *Journal of Multidisciplinary Academic and Practice Studies*, 1(2), 71-80. <https://doi.org/10.35912/jomaps.v1i2.1619>
- Ngaliman , N. ., Astarina, N., & Catrayasa, I. W. (2025). *The influence of motivation, organizational commitment and workload on job satisfaction of regional officials with competency as an intervening variable in the Regional Financial and Asset Agency of Riau Islands Province* (Report No. 1).
- OKOLIE, U. C., & UDOM, I. D. (2019). Disciplinary actions and procedures at workplace: The role of Hr managers. *Journal of Economics & Management Research*, (8). <https://doi.org/10.22364/jemr.8.06>
- Onyango, G. (2019). Organizational disciplinary actions as socio-political processes in public organizations. *Public Organization Review*, 19(2), 227-248. <https://doi.org/10.1007/s11115-017-0401-7>
- Parker, S. K., & Grote, G. (2022). Automation, algorithms, and beyond: Why work design matters more than ever in a digital world. *Applied psychology*, 71(4), 1171-1204. <https://doi.org/10.1111/aps.12241>
- Prawira, R., & Assa, A. F. (2025). The effect of leadership style and job stress on the performance of Ukrida Hospital employees with job satisfaction as a mediating variable. *Global Academy of Multidisciplinary Studies*, 2(2), 141-165. <https://doi.org/10.35912/gams.v2i2.3705>
- Rasul, I., Rogger, D., & Williams, M. J. (2021). Management, organizational performance, and task clarity: Evidence from ghana's civil service. *Journal of Public Administration Research and Theory*, 31(2), 259-277. <https://doi.org/10.1093/jopart/muaa034>
- Restiani, T., & Indiyati, D. (2024). Influence of organizational commitment and employee engagement on employee readiness to change during PT. ABC. *Journal of Multidisciplinary Academic and Practice Studies*, 2(2), 133-149. <https://doi.org/10.35912/jomaps.v2i2.2149>
- Sanjaya, R. ., Wibisono, C. ., & Sajiyo, S. (2024). The influence of bureaucratic leadership style, work culture, and work discipline on the performance of employees of the Riau Islands Provincial secretariat with work motivation as an intervening variable. *Journal of Multidisciplinary Academic and Practice Studies*, 2(4), 235-254. <https://doi.org/10.35912/jomaps.v2i4.2496>
- Singh, K. D., & Onahrng, B. D. (2019). Entrepreneurial intention, job satisfaction and organisation commitment-construct of a research model through literature review. *Journal of Global Entrepreneurship Research*, 9(1), 16. <https://doi.org/10.1186/s40497-018-0134-2>
- Sismiati, S., Sulaiman, S., Rudhan, A. M., Nurlela, N., Dema, Y., Darmawansyah, I., ... & Che-Ni, H. (2025). Determination of employee performance: Analysis of leadership, competence, and discipline through employee retention. *Jurnal Ilmiah Manajemen Kesatuan*, 13(4), 2037-2046. <https://doi.org/10.37641/jimkes.v13i4.3305>
- Sugiyono. (2018). *Method Study Quantitative, Qualitative, And R&D*. Bandung: CV.

- Syailendra, S. (2023). Determination of motivation and performance: Analysis of job satisfaction, employee engagement and leadership. *International Journal of Business and Applied Economics*. Retrieved from <https://10.0.218.119/ijbae.v2i2.2135>
- Vadilla, A. E., Fitria, D., & Wahjono, S. I. (2025). Exploring the Relationship Between Organizational Behavior and Job Satisfaction: Analysis Qualitative from PT. Mayora, TBK. *Golden Ratio of Data in Summary*, 5(3), 581-590. <https://doi.org/10.52970/grdis.v5i3.1261>
- Wahjoedi, T. (2021). The effect of organizational culture on employee performance mediated by job satisfaction and work motivation: Evident from SMEs in Indonesia. *The effect of organizational culture on employee performance mediated by job satisfaction and work motivation: Evident from SMEs in Indonesia*, 11(7), 2053-2060. <https://doi.org/10.5267/j.msl.2021.3.004>
- Widodo, D. S. (2025). Analysis of management support and self-efficacy on business sustainability through employee performance in micro and small businesses in Greater Jakarta. *Annals of Human Resource Management Research*, 5(4), 155-170. <https://doi.org/10.35912/ahrmr.v5i4.3206>
- Wijayanto, B. K., & Riani, A. L. (2021). The influence of work competency and motivation on employee performance. *Society*, 9(1), 83-93. <https://doi.org/10.33019/society.v9i1.290>
- Zhang, H., Yang, L., Walker, R., & Wang, Y. (2022). How to influence the professional discretion of street-level bureaucrats: transformational leadership, organizational learning, and professionalization strategies in the delivery of social assistance. *Public Management Review*, 24(2), 208-232. <https://doi.org/10.1080/14719037.2020.1805919>