

The Role of Work Discipline in Mediating the Relationship Between Work Loyalty and Organizational Commitment to Employee Performance at PDAM Tirtasari Binjai

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Abstract

This study aims to analyze the direct and indirect effects of work loyalty and organizational commitment on employee performance through work discipline as an intervening variable at PDAM Tirtasari Binjai in 2025. The research sample of 59 people from a total of 258 employees was determined using the Slovin formula and purposive sampling technique. Primary data were collected through questionnaires and analyzed using an associative quantitative approach with the SEM-PLS method through the SmartPLS 3 application. The results showed that work loyalty and organizational commitment had a positive and significant effect on work discipline but did not have a significant direct effect on performance. Work discipline was proven to have a positive and significant effect on performance and was the most dominant variable. Indirectly, loyalty and organizational commitment through work discipline had a significant effect on performance. Work loyalty and organizational commitment contributed 82.3% to work discipline, while the three together contributed 72.3% to employee performance.

Keywords: Work Loyalty, Organizational Commitment, Work Discipline, Employee Performance, SEM-PLS.

INTRODUCTION

PDAM Tirtasari Binjai is a regional drinking water company in Binjai City, North Sumatra, which aims to provide quality clean water for the community (Firdaus & Indrawan, 2022). To ensure reliable and affordable services, PDAM continues to improve distribution infrastructure and implement efficiency programs such as reducing leakage (Mutiara & Siregar, 2023).

However, based on observations, employee performance still faces a number of obstacles in terms of quality, quantity, time, and cost-effectiveness. Quality problems can be seen from frequent complaints about cloudy water and leaks, as well as administrative work results that do not meet management expectations. In terms of quantity, many customer reports are handled slowly. In terms of time, delays in handling technical problems reduce customer satisfaction. Meanwhile, in terms of cost effectiveness, the use of the budget that is not yet efficient causes waste (Firdaus & Indrawan, 2022).

Table 1. Employee Performance Achievement Data Based on Performance Targets

No	Division	Performance Target Achievement								
		2022			2023			2024		
		Achieved	Not achieved	Total	Achieved	Not achieved	Total	Achieved	Not achieved	Total
1	Finance & Administration	10	5	15	13	3	16	11	9	20
2	Customer	19	8	27	18	9	27	18	14	32

No	Division	Performance Target Achievement								
		2022			2023			2024		
		Achieved	Not achieved	Total	Achieved	Not achieved	Total	Achieved	Not achieved	Total
3	General Affair	8	4	12	5	7	12	9	7	16
4	Production Department	12	6	18	13	5	18	13	10	23
5	Distribution	14	12	26	20	8	28	16	15	31
6	Engineering Planning	10	11	21	14	9	23	12	12	24
	Total	73	46	119	83	41	124	79	67	146

Data from 2021–2024 shows that many employees have not achieved their annual performance targets, with the highest number in 2024 being 67 employees. This low achievement has resulted in decreased efficiency, increased complaints, and reduced service quality. This hinders the achievement of the company's targets and threatens the sustainability and reputation of PDAM in the community.

The observation results showed various problems in the work discipline of PDAM Tirtasari Binjai employees, based on indicators of attendance, compliance with rules, work procedures, and responsibility. Some employees are often late or absent, violate rules by leaving the office for personal matters, are not friendly to customers, and do not follow SOPs, especially in handling leaks. In addition, there are still employees who are less responsible in completing tasks, such as repairing or maintaining infrastructure, which hinders the smooth running of services.

Regarding work loyalty, problems arise in the indicators of employee presence, involvement, pride, love, and obedience. A number of employees are less motivated to stay in the company, less active in maintaining the company's image, and are not proud or enthusiastic about working at PDAM. This can be seen from the low work spirit and compliance with rules such as punctuality and dress.

Organizational commitment also experiences obstacles, both affectively, normatively, and continuity. Employees tend to be less emotionally attached, feel low moral responsibility, and do not see major consequences if they leave the company. They also feel unappreciated and less in line with company values. This condition indicates the need to increase employee commitment, loyalty, and discipline in order to support optimal performance of PDAM Tirtasari Binjai.

LITERATURE REVIEW

The Relationship between Work Loyalty and Organizational Commitment to Work Discipline

Loyal employees tend to obey the rules because they want to maintain the company's reputation (Ferine & Juniarti, 2022) and carry out their duties with full responsibility (Fathonah, 2023). Loyalty encourages compliance with the rules as a form of contribution to smooth operations (Arista, 2023). In addition, according to Fahmi (2021), discipline is

influenced by company culture, loyalty, leadership, organizational commitment, and reward and sanction systems, which is reinforced by the findings of Muhamad et al. (2023) and Rusyana et al., (2023) in his research which shows that organizational loyalty and commitment have an influence on work discipline.

The Relationship between Work Loyalty and Organizational Commitment to Employee Performance

Work loyalty also has an impact on improving performance, because loyal employees have intrinsic motivation to excel (Rizal et al., 2023). They work with high dedication, maintain integrity, and create a harmonious work environment (Damayanti, 2023). This is in accordance with Kasmir (2018) who mentioned loyalty, commitment, and discipline as key factors in performance. Organizational commitment also contributes positively to performance, because committed employees are more motivated and proactive (Arsaktianca et al., 2024). Purnama & Zulfikar (2023) emphasized that organizational commitment has a significant effect on work discipline. In addition, Suhardi et al. (2021) provided results that work loyalty has a positive and significant effect on employee performance

Relationship between Work Discipline and Employee Performance

Work discipline plays an important role in improving performance, because it creates order and responsibility in work (Susanti et al., 2023). Disciplined employees tend to be punctual, efficient, and productive. Conversely, lack of discipline causes delays and decreased work quality (Yousida et al., 2024). A culture of discipline encourages self-development and positive contributions to the organization (Ichsan et al., 2020). Kasmir (2018) and a number of other studies (Rahmawati & Vitaharsa, 2024; Patimah et al., 2024; Peny, 2023) show that work discipline significantly affects employee performance.

METHOD

This study uses a quantitative-associative approach that aims to examine the direct and indirect influence of independent variables on dependent variables through mediating variables. The data used are quantitative data in the form of numbers obtained through questionnaires. The study was conducted at PDAM Tirtasari Binjai located at Jalan Wolter Mongonsidi No. 12, Satria, Binjai Kota District, Binjai City, North Sumatra Province. The population in this study included all employees of PDAM Tirtasari Binjai totaling 146 people. The determination of the number of samples was carried out using the Slovin formula with an error rate of 10%, so that 59 respondents were obtained as samples. The sampling technique used was purposive sampling.

$$n = \frac{N}{1 + N e^2} = \frac{146}{1 + 146(0.10^2)} = \frac{146}{1 + 146(0.01)} = \frac{146}{2.46} = 59,35 = 59 \text{ (rounding)}$$

Data processing was carried out using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) with the help of SmartPLS software version

3.0. Abdillah & Jogiyanto (2022) stated that SEM-PLS is a statistical technique used to study complex relationships between latent variables (variables that cannot be measured directly), by combining path analysis and factor analysis approaches. Ghozali & Kusumadewi (2023) added that the PLS method is classified as strong because it does not rely heavily on statistical assumptions.

Table 2. Research Variables

Variables	Definition	Indicator	Scale
Employee Performance (Y)	The work results and behavior that have been achieved in completing the tasks and responsibilities given in a certain period. Cashmere (2018)	1.Quality of Work 2.Quantity of Work 3.Time period 4.Cost Emphasis Cost 5.Supervision 6.Relationship between Employees Cashmere (2018)	Likert
Work Discipline (Z)	The level of compliance and obedience to applicable regulations and willingness to accept sanctions or punishments if they violate established regulations. Fahmi (2021)	1.Attendance History 2.Compliance with the Rules 3.Compliance with Work Procedures 4.Responsibility in Carrying Out Duties Fahmi (2021)	Likert
Work Loyalty (X1)	The willingness of employees with all their abilities, skills, thoughts and time to participate in achieving organizational goals and keep organizational secrets and not carry out actions that are detrimental to the organization as long as the person still has employee status. The Last Supper (2018)	1.Employee Presence 2.Employee Engagement 3.Employee Pride 4.Employee Love 5.Employee Compliance The Last Supper (2018)	Likert
Organizational Commitment (X2)	Employee loyalty to the organization, which is reflected in their high level of involvement in achieving organizational goals. The Man (2022)	1.Affective Commitment 2.Normative Commitment 3.Continuity Commitment 4.Overall Commitment The Man (2022)	Likert

RESULTS AND DISCUSSION

Results of Statistical Analysis of SEM-PLS Method Model

Measurement Model (Outer Model)

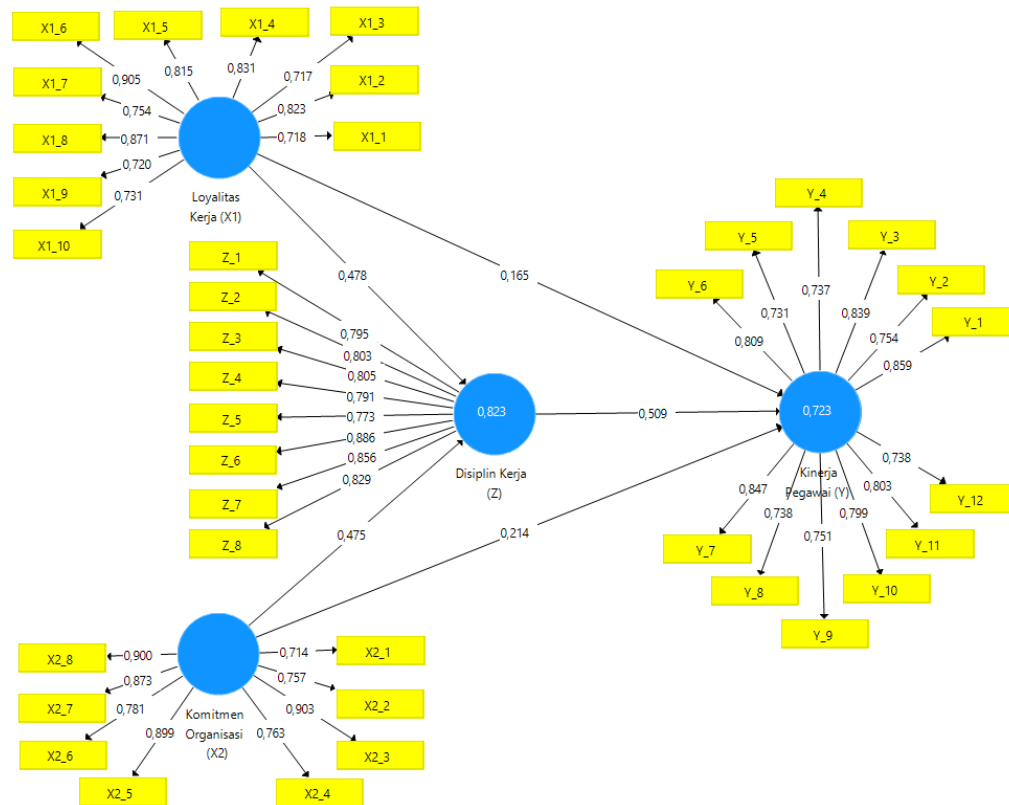


Figure 1. Outer Model

Validity Test

Convergent Validity with Loading Factor (Outer Loading)

Table 3. Value Loading Factor (Outer Loadings)

Statement Items	Work Loyalty (X1)	Organizational Commitment (X2)	Work Discipline (Z)	Employee Performance (Y)
1	0.718	0.714	0.795	0.859
2	0.823	0.757	0.803	0.754
3	0.717	0.903	0.805	0.839
4	0.831	0.763	0.791	0.737
5	0.815	0.899	0.773	0.731
6	0.905	0.781	0.886	0.809
7	0.754	0.873	0.856	0.847
8	0.871	0.900	0.829	0.738
9	0.720			0.751
10	0.731			0.799

Statement Items	Work Loyalty (X1)	Organizational Commitment (X2)	Work Discipline (Z)	Employee Performance (Y)
11				0.803
12				0.738

The loading factor results show that each statement item in each variable has a loading factor value greater than 0.7 so that convergent validity has been met (Shadida & Rahayu, 2024).

Discriminant Validity with Fornell-Larcker Criterion

Table 4. Fornell-Larcker Criterion Results

Variables	Work Discipline (Z)	Employee Performance (Y)	Organizational Commitment (X2)	Work Loyalty (X1)
Work Discipline (Z)	0.818			
Employee Performance (Y)	0.837	0.785		
Organizational Commitment (X2)	0.863	0.783	0.827	
Work Loyalty (X1)	0.863	0.779	0.811	0.891

These results show that the square root value of AVE on the diagonal of the correlation matrix (Fornell-Larcker Criterion) is greater than the correlation between other constructs, so discriminant validity is considered fulfilled (Shadida & Rahayu, 2024).

Reliability Test

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Work Discipline (X1)	0.941	0.951
Work Environment (x2)	0.941	0.950
Work Motivation (Z)	0.950	0.957
Human Resource Development (Y)	0.926	0.939

The results of data processing show that all variables in this study have met the reliability criteria well. This can be seen from the Cronbach's Alpha value for each construct, all of which exceed 0.7, indicating that the measuring instrument used is quite reliable. In addition, the Composite Reliability (CR) value which is also above 0.7 strengthens this

finding, by showing that the indicators in each construct work consistently in measuring the intended concept (Shadida & Rahayu, 2024).

Structural Model (Inner Model)

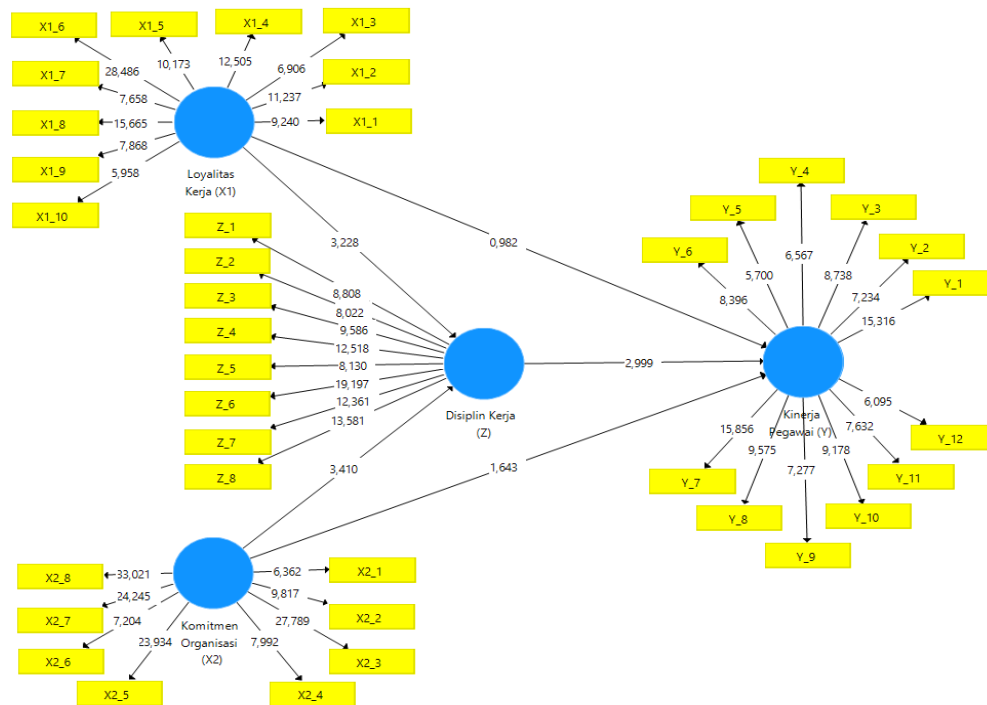


Figure 2. Inner Model

Coefficient of Determination or R Square (R²)

Table 6. R Square Value Results

Variable	R Square	R Square Adjusted
Work Discipline (Z)	0.823	0.816
Employee Performance (Y)	0.723	0.708

The R² (R square) value for the Work Discipline (Z) variable was recorded at 0.823. This figure explains that Work Loyalty (X1) and Organizational Commitment (X2) contribute 82.3% to the formation of work discipline, while the rest, namely 17.7%, is influenced by other factors not covered in this study (Ghozali & Kusumadewi, 2023).

Meanwhile, the R² value for the Employee Performance variable (Y) is at 0.723. This means that the combination of Work Loyalty (X1), Organizational Commitment (X2), and Work Discipline (Z) is able to explain 72.3% of the employee performance variable, with the remaining 27.7% coming from other factors not discussed in this study (Ghozali & Kusumadewi, 2023).

Predictive Relevance(Q2)

Table 7. Predictive Relevance(Q²) Results

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Work Discipline (Z)	472,000	222,089	0.529
Employee Performance (Y)	708,000	430,614	0.392
Organizational Commitment (X2)	472,000	472,000	
Work Loyalty (X1)	590,000	590,000	

From the results of the Q² analysis used to assess the predictive power of the model, it is known that the Q² value for the Work Discipline (Z) variable is 0.529 and Employee Performance (Y) is 0.392. Because both are above the threshold of 0.35, it can be concluded that this research model has high and relevant predictive ability (Abdillah & Jogiyanto, 2022).

Path Coefficient

Test Hypothesis with t-Statistics and P Values for Direct Influence

Table 8. t-Statistics and P Values Results for Direct Influence

Structural Model	Original Sample(O)	T Statistics (O/STDEV)	P Values	Conclusion
Work Loyalty (X1) -> Work Discipline (Z)	0.478	3,228	0.001	Accepted
Work Loyalty (X1) -> Employee Performance (Y)	0.165	0.982	0.327	Rejected
Organizational Commitment (X2) -> Work Discipline (Z)	0.475	3,410	0.001	Accepted
Organizational Commitment (X2) -> Employee Performance (Y)	0.214	1,643	0.101	Rejected
Work Discipline (Z) -> Employee Performance (Y)	0.509	2,999	0.003	Accepted

The results of hypothesis testing using t-statistics show that the t-statistic value for the direct relationship between Work Loyalty (X1) and Work Discipline (Z), Organizational Commitment (X2) and Work Discipline (Z), and Work Discipline (Z) and Employee Performance (Y) all exceed 1.96. This shows that there is a significant influence between these variables. In addition, the P Values for these relationships are also less than 0.05, which further strengthens the significance of the relationship (Shadida & Rahayu, 2024).

However, for the direct relationship between Work Loyalty (X1) and Employee Performance (Y) and Organizational Commitment (X2) and Employee Performance (Y), the

results show that the t-statistic obtained is still below 1.96. Likewise, the P Values are greater than 0.05, indicating that the relationship is not directly significant (Shadida & Rahayu, 2024).

All direct relationships have a positive Original Sample (O) value, which means that the direction of the influence is positive. Of all the relationships analyzed, Work Loyalty (X1) was recorded as the variable with the greatest influence on Work Discipline (Z), and Work Discipline (Z) was the factor with the greatest influence on Employee Performance (Y), as indicated by the highest Original Sample (O) value in each model (Ghozali & Kusumadewi, 2023).

Test Hypothesis with t-Statistics and P Values for Direct Influence

Table 9. t-Statistics and P Values Results for Indirect Influence

Structural Model	Original Sample(O)	T Statistics (O/STDEV)	P Values	Conclusion
Work Loyalty (X1) -> Work Discipline (Z) -> Employee Performance (Y)	0.243	2,566	0.011	Accepted
Organizational Commitment (X2) -> Work Discipline (Z) -> Employee Performance (Y)	0.242	2,031	0.043	Accepted

The t-statistic results for the indirect effect show that the values for the path from Work Loyalty (X1) through Work Discipline (Z) to Employee Performance (Y), as well as from Organizational Commitment (X2) through Work Discipline (Z) to Employee Performance (Y), are all greater than 1.96. This indicates that the indirect effect is significant. P Values that are smaller than 0.05 also support this finding (Shadida & Rahayu, 2024). All of these indirect effects also have positive Original Sample (O) values, indicating that all indirect paths have a positive effect on employee performance (Ghozali & Kusumadewi, 2023).

The Influence of Work Loyalty on Work Discipline

This study found that work loyalty has a positive and significant direct influence on employee work discipline at PDAM Tirtasari Binjai. This finding is in line with Fahmi's (2021) view that one of the factors that influences the level of employee discipline is loyalty to the organization. This result is also supported by research by Muhamad et al. (2023), which shows a similar relationship between work loyalty and work discipline.

Work loyalty describes the emotional commitment and dedication of employees to their workplace (Muhamad et al., 2023). This loyalty is reflected in compliance with rules, responsibility for tasks, and work carried out with full integrity (Ferine & Juniarti, 2022). Loyal employees tend to follow company regulations such as working hours and standard

procedures because they realize the importance of contributing to the sustainability of the organization (Fathonah, 2023; Arista, 2023).

In addition, loyalty also fosters a sense of ownership of the organization, which encourages employees to work in a disciplined manner in terms of time, productivity, and work quality (Fathonah, 2023; Muhamad et al., 2023). High loyalty also influences intrinsic motivation and employee job satisfaction, which ultimately strengthens disciplined behavior (Arista, 2023).

A work culture formed by high loyalty also creates an environment that supports discipline. When many employees demonstrate loyalty, this forms a social norm that encourages other coworkers to conform to applicable disciplinary standards (Rizal et al., 2023; Arista, 2023).

The Influence of Organizational Commitment on Work Discipline

The results of the study revealed that organizational commitment has a direct positive and significant influence on the work discipline of PDAM Tirtasari Binjai employees. This finding supports the opinion of Fahmi (2021), who stated that organizational commitment is an important factor in shaping employee discipline. Similar research by Purnama & Zulfikar (2023) also strengthens that the higher the organizational commitment, the better the level of employee work discipline.

Commitment to the organization reflects employee attachment to the company's vision and values, which can be seen from dedication and loyalty in working (Yousida et al., 2024). Employees who have a strong commitment will be more obedient to company rules because they feel part of achieving common goals (Chandra et al., 2024; Setiadi & Lutfi, 2021).

Furthermore, this commitment also fosters a sense of responsibility and self-awareness to work in a disciplined manner, because they realize that good performance is a form of contribution to the success of the organization (Rejeki & Puspitaningrum, 2022; Yousida et al., 2024).

Highly committed employees are generally also motivated to maintain a professional reputation, one of which is by demonstrating discipline and positive work behavior (Setiadi & Lutfi, 2021). A strong organizational culture, supported by employee commitment, will create an environment that encourages disciplined behavior among all employees (Arsaktianca et al., 2024; Purnama & Zulfikar, 2023).

The Influence of Work Loyalty on Employee Performance

This study shows that work loyalty does not have a significant effect on the performance of PDAM Tirtasari Binjai employees. This finding is contrary to Kasmir's opinion (2018) which states that loyalty is an important factor in determining employee performance. The opposite is also expressed from the results of the study by Muhamad et al. (2023) which states that loyalty has a positive effect on work discipline, which can indirectly affect performance.

Although loyalty reflects employee loyalty and attachment to the company, this value does not always have a direct impact on productivity or work quality (Lisnawati & Alhidayatullah, 2023). Employees can be loyal and stay in the company for a long time, but do not show an increase in performance if they are not supported by motivation, skills, or a supportive work system.

In addition, other factors such as training, competence, rewards, and leadership are more dominant in influencing employee performance (Nugroho et al., 2024). Without good management of these factors, loyalty alone is not enough to drive optimal performance.

High loyalty that is not balanced with incentives or encouragement to achieve can even cause stagnation. Employees who already feel comfortable can lose their enthusiasm to develop or increase productivity (Lisnawati & Alhidayatullah, 2023).

Thus, the results showing no significant influence between work loyalty and employee performance can be accepted logically, even though they are not in accordance with several previous findings.

The Influence of Organizational Commitment on Employee Performance

The results of the study indicate that organizational commitment does not have a significant direct influence on the performance of PDAM Tirtasari Binjai employees. This finding contradicts the view of Kasmir (2018) who stated that commitment to the organization is one of the important factors that influences performance. In addition, this result is also not in line with the research of Yousida et al. (2024), which states that there is a positive and significant influence between organizational commitment and employee performance.

In practice, organizational commitment is more about loyalty and continuity of work relationships, rather than direct performance improvement. Highly committed employees may remain loyal and stay longer, but that does not automatically mean their productivity or quality of work increases.

Factors such as training, skills, motivation, leadership, and incentive systems determine employee performance more significantly (Ariyanto et al., 2024). Without support from these aspects, high commitment is not enough to drive optimal work results.

If there is no adequate assessment and reward system, employees who feel comfortable with their jobs may not be motivated to improve their performance. This condition reflects that the work culture and management system of PDAM Tirtasari Binjai do not fully support the positive relationship between commitment and performance.

Thus, organizational commitment remains important for maintaining employee stability, but is not a direct guarantee of improved performance, as the results of this study show.

The Influence of Work Discipline on Employee Performance

This study found that work discipline has a positive and significant influence on the performance of PDAM Tirtasari Binjai employees. This finding is consistent with the theory of Kasmir (2018), which states that discipline is one of the main factors in improving

employee performance. This result is also supported by previous studies from Rahmawati & Vitaharsa (2024), Patimah et al. (2024), Peny (2023), and Hidayati (2023) which stated the same thing.

Disciplined employees tend to obey company regulations and work standards (Susanti et al., 2023). This compliance encourages work efficiency, minimizes errors, and improves the quality of service to customers (Ichsan et al., 2020). In addition, work discipline allows employees to manage time effectively, complete tasks on time, and maintain high work quality (Rahmawati & Vitaharsa, 2024; Peny, 2023).

Discipline also encourages consistency in long-term work performance, which is important for maintaining the stability and sustainability of organizational operations (Patimah et al., 2024). In addition, a disciplined attitude reflects professionalism and responsibility, because employees with high discipline tend to complete tasks independently and are proactive in dealing with work obstacles (Ichsan et al., 2020; Hidayati, 2023).

In a public service-oriented agency such as PDAM Tirtasari Binjai, employee discipline greatly contributes to service quality, which in turn improves customer satisfaction and company image (Ferine, 2024). Thus, work discipline has proven to be an important element in supporting employee productivity and performance as a whole.

The Influence of Work Loyalty on Employee Performance through Work Discipline

The results of the study show that work loyalty has a positive and significant effect on employee performance indirectly through work discipline at PDAM Tirtasari Binjai. This means that work loyalty alone is not enough to improve performance, but if accompanied by high discipline, the impact on performance becomes significant (Damayanti, 2023).

Loyal employees tend to have a strong sense of responsibility, as well as commitment to organizational goals. This loyalty encourages them to comply with work rules and procedures, which then forms discipline, such as punctuality and consistent task completion (Rusyana et al., 2023; Damayanti, 2023).

Good work discipline creates efficiency in carrying out tasks and maximizes the use of time and resources (Sugiana & Fadli, 2023). Thus, loyalty contributes to forming discipline, and this discipline is what drives increased performance (Muna et al., 2023; Rusyana et al., 2023).

Loyalty also reflects the long-term commitment and emotional stability of employees, which makes them more motivated to develop. However, this loyalty will only have a real impact if accompanied by high work discipline (Muhamad et al., 2023; Fathonah, 2023).

Loyal and disciplined employees generally have a high work ethic, are able to work focused and complete tasks effectively and efficiently (Rizal et al., 2023; Ferine & Juniarti, 2022). Therefore, building employee loyalty needs to be balanced with strengthening a culture of discipline so that its contribution to performance is truly optimal (Rachmanda et al., 2024; Rahayu et al., 2024).

The Influence of Organizational Commitment on Employee Performance through Work Discipline

The results of the study show that organizational commitment has a positive and significant effect on employee performance indirectly through work discipline at PDAM Tirtasari Binjai. This means that although organizational commitment does not directly improve performance, when followed by high work discipline, its effect becomes real (Damayanti, 2023; Setiadi & Lutfi, 2021).

Organizational commitment reflects the emotional attachment and loyalty of employees to the company. Employees who have high commitment are usually more responsible and obedient to work rules, thus strengthening their discipline in carrying out their duties (Umar et al., 2024).

Work discipline plays an important role in supporting work productivity and effectiveness. Disciplined employees demonstrate consistency, efficiency, and punctuality in completing tasks, which directly impacts performance improvement (Ateng, 2024; Sugiana & Fadli, 2023).

Employees who are committed and disciplined will be more focused on their work, reduce absenteeism, and be more compliant with operational procedures. All of this collectively improves the quality of service and productivity of the company.

Organizational commitment without work discipline is not enough to drive optimal employee performance. However, if both go hand in hand, the impact on improving performance will be significant. Therefore, it is important for PDAM Tirtasari Binjai to not only build employee commitment, but also strengthen the culture of work discipline in order to achieve maximum performance..

CONCLUSION

This study revealed that work loyalty and organizational commitment have a positive and significant influence on work discipline of PDAM Tirtasari Binjai employees, although both do not show a significant direct influence on employee performance. Work discipline is proven to provide a positive and significant contribution to improving performance. In addition, work loyalty and organizational commitment have an indirect effect on performance through the mediation of work discipline. Therefore, the management of PDAM Tirtasari Binjai is advised to improve employee work loyalty by providing awards, creating a comfortable work environment, and clarifying career paths. Organizational commitment can be strengthened by instilling company values, building effective communication, and providing relevant training. To encourage improved employee performance, loyalty also needs to be balanced with appropriate work training and motivation. Performance evaluation based on work results and providing incentives will help optimize employee commitment. Work discipline needs to be maintained through the implementation of clear policies, consistent supervision, and providing appreciation. In addition, discipline coaching and the implementation of a more structured work system also need to be implemented continuously.

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