

Leading with Commitment: The Mediating Role of Work Discipline in Enhancing Civil Servant Performance

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ABSTRACT

This study examines the impact of leadership and organizational commitment on civil servant performance, with work discipline as a mediating variable, at the Livestock and Animal Health Service of Malang Regency. Using a quantitative survey approach, data were collected from 104 respondents selected via the Slovin formula. Analysis was conducted using PLS-SEM with SmartPLS. Findings reveal that leadership and commitment significantly influence work discipline, which in turn positively affects performance. Moreover, work discipline mediates the relationship between leadership, commitment, and performance. The study concludes that enhancing civil servant performance requires strengthening leadership, fostering organizational commitment, and enforcing discipline as a strategic lever.

INTRODUCTION

The performance of civil servants (Aparatur Sipil Negara/ASN) is essential to ensuring the smooth operation of government and the delivery of quality public services. ASN are expected to carry out their responsibilities efficiently, promptly, and professionally to meet the needs of the public. At the Livestock and Animal Health Service of Malang Regency, civil servants play a vital role in maintaining food safety, controlling animal diseases, and enhancing livestock productivity. However, several performance-related issues have emerged, including poor work discipline, delays in task completion, and failure to meet key performance targets. These challenges align with the 2023 report by the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB), which highlights persistent problems in regional government institutions, such as entrenched work habits, stagnant leadership practices, and a lack of dedication among civil servants.

Leadership is widely acknowledged as a critical factor influencing employee behavior and performance. Effective leadership styles are believed to motivate employees to work in more disciplined, productive, and supportive environments (Hamdani et al., 2023). In addition to leadership, organizational commitment is also considered a key element in fostering employee loyalty and enhancing institutional performance. High levels of commitment among civil servants are often associated with improved individual performance and the achievement of organizational goals (Saputra & Mahaputra, 2022). However, empirical findings on the relationship between leadership, organizational commitment, and employee performance have been inconsistent. For example, Basuki (2022) found a significant positive effect of leadership on performance, while Fitri et al. (2023) reported no such effect. Similarly, Angraini et al. (2021) and Maranata et al. (2023) identified a positive influence of organizational commitment on performance, whereas Julindrastuti & Karyadi (2023) found no significant direct relationship.

These inconsistencies suggest the presence of additional variables that may mediate the relationship between leadership, organizational commitment, and performance. One such variable is work discipline, which is increasingly recognized as a foundational pillar in public sector organizations. Work discipline reflects the extent to which employees adhere to organizational rules, timelines, and performance standards. Yulistianto & Mas (2024) demonstrated that work discipline mediates the effect of leadership on employee performance, while Santoso et al. (2024) confirmed its mediating role between organizational commitment and performance. These findings underscore the importance of discipline as a behavioral mechanism that translates leadership and commitment into tangible performance outcomes. Despite its relevance, research that explicitly positions work discipline as a mediating variable within local government institutions remains limited, particularly in the context of livestock and animal health services.

This study addresses that gap by proposing a novel analytical model that examines the influence of leadership and organizational commitment on civil servant performance, with work discipline as a mediating variable. Focusing on

the Livestock and Animal Health Service of Malang Regency, this research contributes to the literature by contextualizing the mediating role of discipline within a public sector organization that operates in a specialized domain. By integrating leadership and commitment with discipline, the study aims to offer a more comprehensive understanding of performance dynamics in regional government agencies. The findings are expected to inform policy and managerial practices aimed at improving civil servant performance through strategic leadership development, commitment enhancement, and discipline enforcement.

The primary objective of this study is to empirically analyze the direct and indirect effects of leadership and organizational commitment on the performance of civil servants at the Livestock and Animal Health Service of Malang Regency. Specifically, the study seeks to determine the extent to which leadership influences work discipline, how organizational commitment affects employee discipline, and the role of discipline itself in enhancing performance. Through this approach, the research aims to provide theoretical contributions to the development of public sector human resource management literature, as well as practical recommendations for improving civil servant performance by strengthening leadership, fostering organizational commitment, and enforcing work discipline.

THEORETICAL REVIEW

Organizational Commitment

Organizational commitment refers to a psychological state that reflects an employee's attachment to the values, goals, and continuity of the organization. Employees with high commitment tend to demonstrate loyalty, a sense of belonging, and strong responsibility toward their work (Meyer & Allen, 1991). In the context of civil servants (ASN) at the Livestock and Animal Health Service of Malang Regency, organizational commitment is crucial. Committed ASN do not merely fulfill formal obligations but are also driven to make meaningful contributions toward achieving institutional goals (Robbins & Judge, 2013). This commitment ultimately influences both the discipline-related behavior of ASN and the performance outcomes they deliver.

Leadership

Leadership can be understood as the ability of a leader to influence, direct, and mobilize subordinates to work collaboratively toward organizational objectives (Yukl, 2013). An effective leader not only issues instructions but also instills vision, fosters communication, and serves as a role model for subordinates (Bass & Avolio, 1994). In this study, leadership within the Livestock and Animal Health Service of Malang Regency is expected to be a driving factor for both discipline and performance among ASN. Leaders who provide clear guidance and act fairly can cultivate a more orderly work climate, which in turn positively impacts the achievement of organizational targets.

Work Discipline

Work discipline is defined as the attitude of obedience, compliance, and consistency demonstrated by employees in adhering to organizational rules, standards, and responsibilities (Siagian, 1995). Discipline reflects the professionalism of ASN in executing their duties, including punctual attendance, adherence to procedures, and the quality of work produced. In this study, work discipline serves as a mediating variable linking leadership and organizational commitment to ASN performance. This implies that even with strong leadership and organizational commitment, optimal performance cannot be achieved without a solid foundation of work discipline (Hasibuan, 2017).

Civil Servant Performance

Civil servant performance refers to the work outcomes achieved by an employee in accordance with assigned duties and responsibilities, encompassing aspects of quantity, quality, effectiveness, and efficiency (Mangkunegara, 2017). In government organizations, ASN performance is assessed not only by administrative target achievement but also by the delivery of public services that are transparent, prompt, and accountable (Sedarmayanti, 2001). At the Livestock and Animal Health Service of Malang Regency, ASN performance plays a vital role in supporting livestock development and animal health programs. Therefore, performance is influenced by internal factors such as commitment and discipline, as well as external factors like organizational leadership.

Hypothesis Development

Leadership is the ability of a leader to influence, direct, and motivate employees to achieve organizational goals. According to Robbins & Judge (2013), effective leadership enhances work motivation, shapes positive behavior, and improves both individual and organizational performance. In bureaucratic settings, strong leadership guides ASN to work more professionally, responsively, and productively. Prior research supports this view: Basuki (2022) found that leadership has a significant positive effect on employee performance. H1: Leadership has a positive and significant effect on ASN performance

Organizational commitment reflects the emotional attachment and loyalty of employees to their organization. Meyer & Allen (1991) argue that highly committed employees tend to exert their best efforts, maintain discipline, and focus on achieving organizational goals. Committed ASN work diligently, uphold quality standards, and contribute to effective public service delivery. Supporting evidence includes studies by Angraini et al. (2021) and Maranata et al. (2023), which found that organizational commitment positively influences performance in government institutions. H2: Organizational commitment has a positive and significant effect on ASN performance

Work discipline reflects ASN's adherence to rules, regulations, and work ethics. Leaders play a crucial role in fostering discipline by setting examples, providing guidance, and maintaining oversight. Hasibuan (2017) states that effective leadership enhances employee discipline through motivation, firmness, and fairness in rule enforcement. Prior research by Paroli (2024) confirms that leadership significantly influences the work discipline of civil servants. H3: Leadership has a positive and significant effect on ASN work discipline

Organizational commitment encourages employees to comply with rules due to their sense of attachment and responsibility toward the institution. Luthans (2011) notes that highly committed employees exhibit disciplined behavior, adhere to schedules, and maintain consistency in their work. In the public sector, ASN commitment is essential for ensuring compliance with service regulations. Febriansyah et al. (2020) provide empirical support, showing that organizational commitment positively affects discipline among government employees. H4: Organizational commitment has a positive and significant effect on ASN work discipline

Work discipline directly contributes to improved performance, as disciplined employees manage time efficiently, follow procedures, and maintain work quality. Mangkunegara (2017) emphasizes that discipline is key to achieving productivity and performance excellence. Disciplined ASN consistently deliver public services in accordance with established standards. Wau et al. (2021) found that work discipline significantly affects performance in government agencies. H5: Work discipline has a positive and significant effect on ASN performance

Effective leadership not only impacts performance directly but also indirectly through improved discipline. Leaders who consistently enforce rules and model appropriate behavior foster a culture of discipline, which enhances ASN performance. This aligns with performance management theory, which highlights behavioral factors like discipline as mediators between leadership and outcomes (Armstrong & Taylor, 2023). Yulistianto & Mas (2024) provide supporting evidence, showing that discipline mediates the effect of leadership on public sector performance. H6: Work discipline mediates the effect of leadership on ASN performance

High organizational commitment motivates ASN to be more disciplined in their duties, such as punctuality, rule compliance, and task completion. This discipline then directly contributes to improved performance. Thus, work discipline serves as a mediator in the relationship between organizational commitment and performance. Santoso et al. (2024) support this view, demonstrating that discipline mediates the effect of organizational commitment on employee performance. H7: Work discipline mediates the effect of organizational commitment on ASN performance

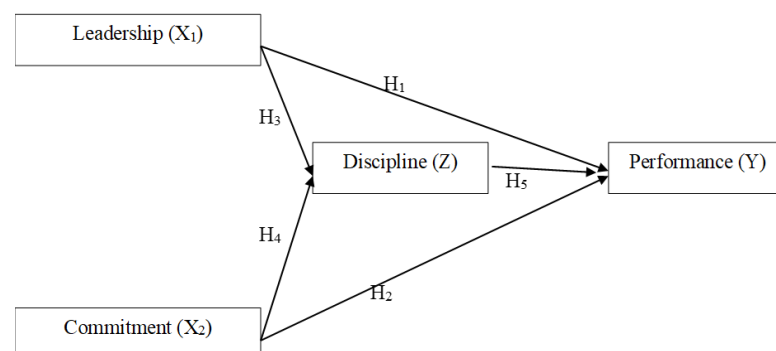


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative approach with an explanatory research design, aimed at examining the causal relationships among the research variables through empirical hypothesis testing. The quantitative method is considered appropriate for measuring the influence of leadership and organizational commitment on civil servant (ASN) performance, with work discipline as a mediating variable. This approach enables the generation of statistically analyzable data, thereby supporting the validity and reliability of the findings (Sugiyono, 2019). The explanatory nature of the research allows for a structured investigation into how leadership and commitment interact with discipline to affect performance outcomes within a public sector context.

The population of this study consists of all civil servants (ASN) employed at the Livestock and Animal Health Service of Malang Regency, totaling 140 individuals. To determine the sample size, the Slovin formula was applied with a margin of error of 5%, resulting in a sample of 104 respondents. This sample size is deemed sufficient to represent the population and ensure statistical robustness in the analysis. The sampling technique used is proportional random sampling, which ensures that each employee has an equal opportunity to be selected as a respondent. This method was chosen to maintain fairness and representativeness across different functional units within the organization, thereby enhancing the generalizability of the research findings.

$$n = \frac{N}{1 + N (e)^2}$$

$$n = \frac{140}{1 + 140 (0,05)^2}$$

$$n = \frac{140}{1 + 0,35}$$

$$n = \frac{140}{1,35}$$

$$n = \mathbf{104}$$

This study utilizes primary data, collected directly from respondents through the distribution of structured questionnaires. The research instrument employs a Likert scale ranging from 1 to 5, where a score of 1 indicates strong disagreement and a score of 5 indicates strong agreement. This scale is used to measure the variables of leadership, organizational commitment, work discipline, and civil servant performance. Each item in the questionnaire is designed to capture the respondents' perceptions and attitudes toward these constructs. The operational definitions and measurement indicators for each variable are presented in the table below, providing a clear framework for the statistical analysis.

Table 1: Variable Measurement

Variable	Indicator	Code	Reference
Leadership (X1)	Mentoring	X1.1	(Sinambela & Lestari, 2021)
	Visionary	X1.2	
	Democratic	X1.3	
	Affiliative	X1.4	
	Communicative	X1.5	
Organizational Commitment (X2)	Employee willingness	X2.1	(Priharti & Martjati, 2022)
		X2.2	
	Employee loyalty	X2.3	
		X2.4	
	Employee pride	X2.5	
		X2.6	
Work Discipline (Z)	Compliance with regulations	Z1.1	(Setyawati & Arifin, 2024)
	Work effectiveness	Z1.2	
	Corrective actions	Z1.3	
	Timely attendance	Z1.4	
	Timely task completion	Z1.5	
Civil Servant Performance (Y)	Quantity of work	Y1.1	(Maranata et al., 2023)
	Quality of work	Y1.2	
	Dependability	Y1.3	
	Initiative	Y1.4	
	Adaptability	Y1.5	
	Cooperation	Y1.6	

The data analysis technique employed in this study is Partial Least Square-Structural Equation Modeling (PLS-SEM), facilitated by SmartPLS software. PLS-SEM was selected due to its capability to analyze complex relationships among variables, including both direct and indirect effects through mediating variables, without requiring strict assumptions of normal data distribution (Hair et al., 2022). The analysis was conducted in two stages: the first stage involved testing the outer model to assess the validity and reliability of the indicators, while the second stage focused on evaluating the inner model to examine relationships among latent variables using R^2 , Q^2 , f^2 tests, and hypothesis testing through the bootstrapping method.

RESULTS

The research findings are presented in a structured format, beginning with a summary of respondent profiles, followed by descriptive statistical analysis, outer and inner model evaluations, and concluding with hypothesis testing; all results are displayed in tables accompanied by explanatory text to ensure clarity and coherence.

Table 2: Statistic Driscriptive

Profile	Category	Frequency	Percentage
Gender	Male	70	67.31%
	Female	34	32.69%
	Total	104	100.00%
Education	High School/Vocational (SMA/SMK)	18	17.31%
	Associate Degree (D3)	7	6.73%
	Bachelor/Diploma IV (S1/D4)	66	63.46%
	Master's Degree (S2)	13	12.50%
	Total	104	100.00%
Age	17-25 years	3	2.88%
	26-30 years	13	12.50%
	31-40 years	35	33.65%
	Over 40 years	53	50.96%
	Total	104	100.00%
Work Unit at the Department of Livestock and Animal Health, Malang Regency	Secretariat	20	19.23%
	Production Division	24	23.08%
	Extension, Facilities and Infrastructure (PSP)	25	24.04%
	Animal Health	8	7.69%
	Animal Product Safety (PPHnak)	5	4.81%
	Regional Slaughterhouse Unit	7	6.73%
	Regional Animal Health Center	7	6.73%
	Breeding Unit	8	7.69%
	Total	104	100.00%
Years of Service	17-25 years	84	80.77%
	26-30 years	13	12.50%
	31-40 years	7	6.73%
	Over 40 years	0	0.00%
	Total	104	100.00%

Based on the respondent profiles presented in Table 2, the majority of participants are male (67.31%), while female respondents account for 32.69%. Most respondents have attained a final education level of either a Bachelor's degree (S1) or Diploma IV (D4), comprising 66 individuals or 63.46% of the sample. The largest age group among respondents is over 40 years old, representing 50.96% of the total. A significant portion of respondents are affiliated with the Extension, Facilities, and Infrastructure Unit (PSP) at 24.04%, followed by the Production Division at 23.08%, and the Secretariat at 19.23%, with the remainder distributed across other units. In terms of work experience, the majority have served for 17–25 years, accounting for 80.77% of the respondents.

OUTER MODEL

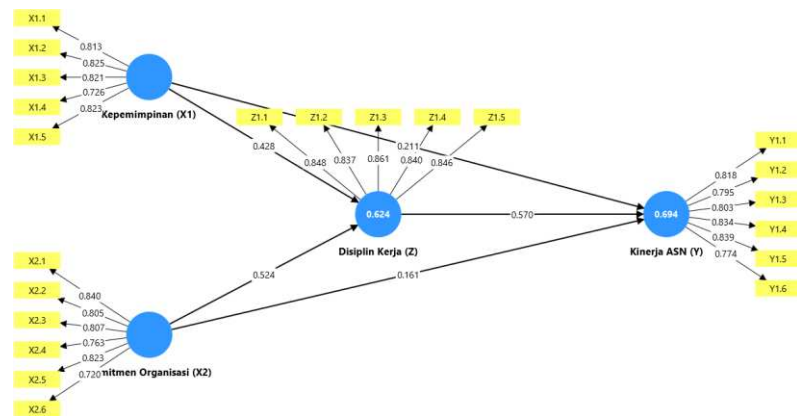


Figure 2: Outer Model PLS-Algorithm

Figure 2 illustrates the outer model derived from the conducted research. This model demonstrates the relationship between latent variables and their respective indicators. The leadership variable is measured through indicators that reflect a leader's ability to provide direction, motivation, and exemplary conduct toward subordinates. Organizational commitment is represented by indicators that capture loyalty, emotional attachment, and the willingness of civil servants (ASN) to support institutional goals. Meanwhile, work discipline is reflected in indicators such as adherence to regulations, punctuality, and consistency in task execution. The performance of civil servants is explained through indicators including work quantity, work quality, timeliness of completion, and the ability to deliver optimal public services. The relationship between latent variables and their indicators is depicted using a reflective model, in which each indicator serves as a representation of the construct being measured. Accordingly, the outer model is employed to assess the validity and reliability of indicators in explaining their respective latent variables.

Table 3: Convergen Validity

Variable	Indicator	Loading Factor	AVE	Remarks
Leadership (X1)	X1.1	0.813	0.72	Valid
	X1.2	0.825		Valid
	X1.3	0.821		Valid
	X1.4	0.726		Valid
	X1.5	0.823		Valid
Organizational Commitment (X2)	X2.1	0.84	0.64	Valid
	X2.2	0.805		Valid
	X2.3	0.807		Valid
	X2.4	0.763		Valid
	X2.5	0.823		Valid
	X2.6	0.72		Valid
Civil Servant Performance (Y)	Y1.1	0.818	0.66	Valid
	Y1.2	0.795		Valid
	Y1.3	0.803		Valid
	Y1.4	0.834		Valid
	Y1.5	0.839		Valid
	Y1.6	0.774		Valid
Work Discipline (Z)	Z1.1	0.848	0.63	Valid
	Z1.2	0.837		Valid
	Z1.3	0.861		Valid
	Z1.4	0.84		Valid
	Z1.5	0.846		Valid

The test results presented in Table 3 indicate that all indicators meet the criteria for convergent validity. Each indicator has a loading factor above 0.70, and the Average Variance Extracted (AVE) values for all latent variables exceed 0.50. These findings suggest that the indicators used are sufficiently capable of explaining the constructs and are valid for further analysis. According to Hair et al. (2022), a loading factor of ≥ 0.70 signifies that an indicator makes a strong contribution to its corresponding latent variable, while an AVE value of ≥ 0.50 indicates that more than 50% of the indicator's variance is accounted for by the associated construct.

Table 5: Heterotrait-monotrait ratio (HTMT)

TMT Comparison	HTMT Value	Threshold	Remarks
Leadership (X1) ↔ Work Discipline (Z)	0.7003	< 0.9	Valid
Civil Servant Performance (Y) ↔ Work Discipline (Z)	0.8996	< 0.9	Valid
Civil Servant Performance (Y) ↔ Leadership (X1)	0.7055	< 0.9	Valid
Organizational Commitment (X2) ↔ Work Discipline (Z)	0.7558	< 0.9	Valid

Organizational Commitment (X2) ↔ Leadership (X1)	0.4129	< 0.9	Valid
Organizational Commitment (X2) ↔ Civil Servant Performance (Y)	0.7027	< 0.9	Valid

The results of the Heterotrait-Monotrait Ratio (HTMT) test presented in Table 5 indicate that all HTMT values fall below the threshold of 0.90. This finding confirms that the constructs within the model meet the criteria for discriminant validity. It implies that each latent variable in the study is distinctly different from the others, and no multicollinearity issues are present among the constructs. According to Hair et al. (2022), an HTMT value of ≤ 0.90 is a necessary condition for establishing discriminant validity, thereby confirming that the model is appropriate for further testing.

Table 6: Fornell-Larcker criterion

Variable	Z (Work Discipline)	X1 (Leadership)	Y (Civil Servant Performance)	X2 (Organizational Commitment)
Work Discipline (Z)	0.847			
Leadership (X1)	0.622	0.803		
Civil Servant Performance (Y)	0.811	0.625	0.811	
Organizational Commitment (X2)	0.682	0.371	0.628	0.794

The results of the Fornell-Larcker Criterion test presented in Table 6 demonstrate that the square root of the AVE for each construct is higher than its correlations with other constructs. This indicates that the model satisfies the requirements for discriminant validity. It confirms that each latent variable is distinct and can be clearly differentiated from the others within the research model. According to Hair et al. (2022), a model is considered to meet discriminant validity when the square root of a construct's AVE exceeds the correlations between that construct and all other constructs in the model.

Table 7: Conbach's Alpha And Composite reliability

Variable	Cronbach's Alpha	Composite Reliability	Remarks
Work Discipline (Z)	0.901	0.927	Reliable
Leadership (X1)	0.862	0.900	Reliable
Civil Servant Performance (Y)	0.896	0.920	Reliable
Organizational Commitment (X2)	0.882	0.911	Reliable

The reliability test results presented in Table 7 indicate that all variables exhibit Composite Reliability (CR) and Cronbach's Alpha (CA) values above 0.70. This confirms that the research instrument is reliable and consistent in measuring the intended constructs. According to Hair et al. (2022), CR and CA values ≥ 0.70 reflect a high level of internal reliability, meaning that the indicators within each latent variable demonstrate strong consistency in representing the measured construct.

Table 8: Multicollinearity

Relationship	VIF	Remarks
Work Discipline (Z) $\rightarrow$ Civil Servant Performance (Y)	2.66	No Symptoms Detected
Leadership (X1) $\rightarrow$ Work Discipline (Z)	1.159	No Symptoms Detected
Leadership (X1) $\rightarrow$ Civil Servant Performance (Y)	1.647	No Symptoms Detected
Organizational Commitment (X2) $\rightarrow$ Work Discipline (Z)	1.159	No Symptoms Detected
Organizational Commitment (X2) $\rightarrow$ Civil Servant Performance (Y)	1.889	No Symptoms Detected

The multicollinearity test results presented in Table 8 show that all Variance Inflation Factor (VIF) values for the independent variables are below the threshold of 5. This indicates that multicollinearity is not a concern within the research model. Consequently, each independent variable can be used to explain the dependent variable without the presence of high intercorrelations among predictors. According to Hair et al. (2022; 2021), a VIF value ≤ 5 suggests that multicollinearity is not a serious issue in Partial Least Squares Structural Equation Modeling (PLS-SEM), allowing the analysis to proceed to the next stage.

Table 9: R² and Adjusted R²

Variable	R-Square	Adjusted R-Square
Work Discipline (Z)	0.624	0.617
Civil Servant Performance (Y)	0.694	0.685

The R-square test results in Table 9 reveal that the R² value for the Work Discipline variable (Z) is 0.624, with an adjusted R² of 0.617. This means that 62.4% of the variance in work discipline is explained by the leadership and organizational commitment variables, while the remaining 37.6% is attributed to other factors outside the research model. Meanwhile, the R² value for the Civil Servant Performance variable (Y) is 0.694, with an adjusted R² of 0.685, indicating that 69.4% of the variance in performance is explained by leadership, organizational commitment, and work discipline, while the remaining 30.6% is influenced by external factors. According to Hair et al. (2022), an R² value of 0.25 is considered weak, 0.50 moderate, and 0.75 substantial. Therefore, the R² results in this study fall within the moderate-to-substantial category, suggesting that the research model has a reasonably strong explanatory power for the endogenous variables.

Table 10: Hypothesis Test

Relationship	t-value	p-value	Remarks
Leadership (X1) → Civil Servant Performance (Y)	7.075	0	Accepted
Organizational Commitment (X2) → Civil Servant Performance (Y)	6.996	0	Accepted
Leadership (X1) → Work Discipline (Z)	2.838	0.005	Accepted
Organizational Commitment (X2) → Work Discipline (Z)	10.086	0	Accepted
Work Discipline (Z) → Civil Servant Performance (Y)	2.656	0.008	Accepted
Leadership (X1) → Work Discipline → Civil Servant Performance (Y)	4.704	0	Accepted
Organizational Commitment (X2) → Work Discipline → Civil Servant Performance (Y)	5.5	0	Accepted

Based on Table 10, it can be concluded that all direct effect hypotheses are accepted. The results also show positive t-values, indicating that the relationships between variables are positively directed and aligned. These findings will be elaborated and discussed in detail in the subsequent discussion section. Furthermore, the work discipline variable is shown to mediate the influence of leadership and organizational commitment on civil servant performance. Therefore, all proposed hypotheses are supported and will be further explained in the discussion.

DISCUSSION

Leadership Has a Positive and Significant Effect on Civil Servant Performance

Based on the analysis results, the first hypothesis—stating that leadership positively and significantly influences civil servant performance—is supported. Effective leadership enhances work motivation, encourages constructive behavior, and improves both organizational and individual performance. Within bureaucratic systems, strong leadership fosters professionalism, responsiveness, and productivity among civil servants. These findings are consistent with Basuki (2022), who confirmed that leadership significantly affects employee performance.

Organizational Commitment Has a Positive and Significant Effect on Civil Servant Performance

The next finding indicates that organizational commitment has a positive and significant impact on civil servant performance, thereby supporting the second hypothesis. Employees with high commitment tend to exert maximum effort, maintain discipline, and remain focused on achieving institutional goals. Committed civil servants work diligently, uphold service quality, and contribute to public service performance. This result aligns with previous studies by Angraini et al. (2021) and Maranata et al. (2023), which found that organizational

commitment positively influences employee performance in government institutions.

Leadership Has a Positive and Significant Effect on Work Discipline

The subsequent analysis confirms that leadership positively and significantly affects work discipline among civil servants, validating the third hypothesis. Through motivation, decisiveness, and fairness in enforcing regulations, effective leadership enhances subordinate discipline. This finding is consistent with Paroli (2024), who demonstrated that leadership significantly influences the discipline of public sector employees.

Organizational Commitment Has a Positive and Significant Effect on Work Discipline

The previous analysis also reveals that organizational commitment positively and significantly influences work discipline, supporting the fourth hypothesis. Highly committed employees tend to exhibit consistent behavior, adhere to schedules, and maintain discipline. In the public sector, civil servants with strong commitment are more likely to comply with service regulations. This is corroborated by Febriansyah et al. (2020), who found that organizational commitment positively affects employee discipline in government settings.

Work Discipline Has a Positive and Significant Effect on Civil Servant Performance

Further results show that work discipline has a positive and significant effect on civil servant performance. Discipline is a key determinant of productivity and performance quality. Disciplined civil servants consistently deliver services in accordance with public service standards. These findings are in line with Wau et al. (2021), who concluded that work discipline significantly influences employee performance in government agencies.

Work Discipline Mediates the Effect of Leadership on Civil Servant Performance

The next finding indicates that work discipline mediates the relationship between leadership and civil servant performance, thereby supporting the sixth hypothesis. Performance management theory emphasizes the importance of behavioral factors—such as discipline—in bridging the influence of leadership on performance outcomes. Leaders who consistently enforce rules and model disciplined behavior contribute to improved performance among civil servants. This result is supported by Yulistianto and Mas (2024), who found that work discipline mediates the effect of leadership on public sector employee performance.

Work Discipline Mediates the Effect of Organizational Commitment on Civil Servant Performance

The final analysis confirms that work discipline mediates the relationship between organizational commitment and civil servant performance, validating the seventh hypothesis. Discipline acts as a mediating variable because high organizational commitment encourages civil servants to be more disciplined in executing their duties—such as completing tasks on time, adhering to regulations, and maintaining consistency. Consequently, work discipline enhances performance outcomes. This finding is consistent with Santoso et al. (2024), who

demonstrated that work discipline serves as a mediating variable between organizational commitment and employee performance in the public sector.

CONCLUSIONS AND RECOMMENDATIONS

The analysis conducted using SmartPLS confirms that all hypotheses proposed in this study are supported. The findings demonstrate that both leadership and organizational commitment exert a significant positive influence on civil servant performance, either directly or indirectly through the mediating role of work discipline. Leadership contributes to enhancing discipline among civil servants, although its direct impact on performance is relatively modest. In contrast, organizational commitment has a stronger effect on improving work discipline than on performance directly. Work discipline is also shown to be a critical factor that strengthens the relationship between leadership, organizational commitment, and civil servant performance. In essence, this study underscores the importance of leadership, organizational commitment, and work discipline in advancing performance within the public sector.

Based on these findings, it is recommended that institutional leaders adopt leadership practices that foster discipline, such as leading by example, enforcing rules with fairness, and providing continuous motivation. Furthermore, organizational management should focus on cultivating and reinforcing civil servant commitment by creating a work environment that promotes loyalty, emotional attachment, and a sense of belonging. To enhance work discipline, institutions should consistently implement regulations, apply fair reward and sanction systems, and conduct ongoing training to raise awareness of the importance of discipline in delivering public services.

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