

# DETERMINATION OF DISCIPLINE, ORGANIZATIONAL CULTURE, AND COMPETENCE ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT IN THE REGIONAL REVENUE AGENCY OFFICE IN BATAM CITY

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### Abstract

The Regional Revenue Agency (BAPENDA) of Batam City plays a strategic role in supporting regional revenue through tax and fee management. However, employee performance in recent years has shown a discrepancy between targets and actual results, influenced by various internal organizational factors such as discipline, organizational culture, competence, and employee commitment levels. This study aims to analyze the influence of discipline, organizational culture, and competence on employee performance through organizational commitment as a mediating variable. The study uses a quantitative approach with the Partial Least Square (PLS) method. The results show that discipline, organizational culture, and competence have a significant direct effect on performance and organizational commitment. Organizational commitment also has a significant effect on employee performance. The indirect influence of organizational culture and discipline on performance through commitment is insignificant, while competence has a significant influence through commitment. These findings emphasize the importance of improving competence and strengthening organizational commitment in supporting employee performance. The results of this study are expected to serve as a basis for the management of BAPENDA Kota Batam in formulating strategies to improve the quality of human resources to support more optimal public services.

**Keywords:** *Discipline, Organizational Culture, Competence, Organizational Commitment, Employee Performance, Smart-PLS*

## INTRODUCTION

The Batam City Government, one of the regions with the highest economic growth in Indonesia, is committed to improving the quality of services provided to the community. This commitment is not only focused on infrastructure and policy aspects but also on the quality of human resources managing these services. Civil servants in the Batam City Government play a very strategic role in achieving regional development goals, especially in managing sectors related to public welfare such as tax services, licensing, and other public administration. One of the agencies that plays an important role in managing regional revenue is the Regional Revenue Agency (BAPENDA) of Batam City. As the agency responsible for regional revenue derived from taxes and other sources, the performance of BAPENDA staff significantly impacts the achievement of the set revenue targets. Therefore, it is crucial for BAPENDA Batam City to ensure its staff have a strong commitment to the organization, perform their duties with full responsibility, and maintain high discipline to ensure organizational goals are met. To establish a disciplined and professional organization, the Batam City Government has issued policies governing the development of civil servants, one of which is Batam Mayor Regulation No. 79 of 2021 on Civil Service Development and the Mechanism for Resolving Disciplinary Violations by Civil Servants within the Batam City Government. This regulation aims to provide clear guidelines on the development of civil servants, including ASN and P3K, and to detail the mechanisms for resolving disciplinary violations. With this regulation in place, it is hoped that civil servants will perform their duties professionally, maintain integrity, and remain fully committed to achieving the organization's objectives. Employee engagement is influenced by many interrelated factors, such as discipline, organizational culture, competence, performance, and organizational commitment. The Regional Revenue

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Agency has the task of assisting the Mayor in carrying out supporting functions of regional government in the field of finance, particularly in the management of regional taxes and levies. The performance of the Batam Regional Revenue Agency (BAPENDA) from 2021 to 2024 in three key areas: coordination, sanctions, and services. In terms of coordination, achievements improved from 48.5% in 2021 to 112.7% in 2023, but then declined to 99.2% in 2024. Only in 2023 was the coordination target achieved, while the other years failed to meet the target. In terms of sanctions, achievements fluctuated, with the highest figure of 86.3% in 2024, but still failed to meet the target throughout the 2021-2024 period. Regarding service delivery, achievements showed a declining trend from 91.2% in 2021 to 76.7% in 2024, with no year achieving the target. Overall, despite improvements in some areas, BAPENDA Batam's performance still faces challenges in achieving the set targets. Employee absenteeism is an important indicator for assessing the level of commitment of employees to their work. High absenteeism may reflect low motivation and involvement of employees in their work. Conversely, employees who are highly committed to the organization tend to have low absenteeism because they feel responsible for the tasks they perform. Therefore, it is important to identify the factors that influence employee absenteeism, especially those related to managerial and organizational aspects.

Organizational culture also has a significant influence on employee commitment levels. Organizational culture encompasses the values, norms, and beliefs that are believed and supported by all members of the organization. A culture that emphasizes discipline, cooperation, and accountability will encourage employees to be more involved in their work. Employees who believe that the values embraced by the organization are in line with their personal principles tend to have higher job satisfaction and are more motivated to achieve organizational goals. In addition, employee competence is a factor that greatly influences the level of employee commitment to the organization. Employees who are satisfied with their working conditions, including the rewards they receive, their welfare, and harmonious relationships among employees, tend to be more involved in their work. High job satisfaction can also reduce the likelihood of employees changing jobs and increase their sense of responsibility for the work they do. Therefore, creating a work environment that maximizes employee job satisfaction is very important to increase employee commitment to the organization. Another factor that influences employee performance is employee competence. Employee competence can also be used as an organizational competitive advantage. Long-term competitiveness can only be achieved through continuous investment in strengthening competence, creating continuous innovation, and the ability to respond to market changes faster than competitors (Fatiha & Linda, 2025). Thus, it is very clear that competence is a very important factor in efforts to produce optimal performance. Meanwhile, there is a mutual influence or correlation between organizational commitment and employee competence. Employees who have a high level of commitment to the organization will utilize all their abilities or competencies to perform their work, ultimately resulting in effective and efficient performance. Although many parties recognize that employee commitment and competence are important factors in employee performance, in practice, not all organizations are able to realize this. At the BAPENDA City of Batam Liaison Office, employee performance has not yet reached an optimal condition. Among the issues observed are employee complaints about their work, lack of discipline, frequent early departures, tardiness, leaving the office without official permission, and extending break times.

## LITERATURE REVIEW

### 1. Employee Performance

Performance is the achievement of an individual's work in carrying out their duties and responsibilities, which is assessed based on the effectiveness and efficiency of their work (Sugianingrat et al., 2022). In addition, performance is greatly influenced by ability, motivation, and available work opportunities (Cabarcos et al., 2022). From a broader perspective, performance also encompasses contextual behaviors such as cooperation, loyalty, and active participation in supporting organizational culture and innovation (Cherian & Jacob, 2024). According to Pradhan and Jena (2016), performance is defined as the extent to which a person succeeds in carrying out tasks and responsibilities in accordance with standards set by the organization.

### 2. Organizational Commitment

Organizational commitment over the past ten years has been understood as the psychological attachment of individuals to an organization, reflected in their acceptance of organizational values, active involvement in activities, and loyalty to achieve common goals. Muthueloo and Rose (2015) refer to commitment as a combination of value acceptance, involvement, and dedication to the organization. As explained by Colquitt et al. (2017), commitment encompasses a strong desire to remain part of the organization and to make extra contributions. Furthermore, Hngoi

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et al. (2024) add that commitment is influenced by perceived job involvement and organizational support, and can be mediated by a sense of security in the workplace. Meanwhile, Wibowo et al. (2023: 91) state that organizational culture and transformational leadership play a crucial role in shaping employees' affective commitment, which in turn impacts performance improvement.

## 3. Work discipline

Discipline is how someone respects, obeys, and complies with applicable rules. Work discipline is a manager's ability to communicate with employees so that they are willing to improve their own performance. (Elqadri et al., 2015). According to Husain (2018), work discipline is an attitude or behavior that demonstrates an employee's discipline toward organizational rules. Continuing from the previous explanation, an employee's attitude towards discipline can reveal their personality in relation to their responsibility to the company, as this issue is closely related to employee motivation and enthusiasm, which ultimately affects their performance at work. (Hasibuan, 2020)

## 4. Organizational culture

According to Schein (2017), organizational culture is a basic pattern of assumptions found and developed by a group in dealing with various external and internal problems, which are then taught to new members as the correct way to respond to these situations. Hatch and Cunliffe (2018) add that organizational culture is a shared system of meaning that is formed through social interaction, establishing norms, values, and symbols that guide member behavior. According to Robbins et al (2021), organizational culture consists of values, beliefs, and collective norms that distinguish one organization from another. Meanwhile, Luthans (2015) asserts that organizational culture is a pattern of shared values and assumptions that direct how members of an organization interact and manage change and conflict within it.

## 5. Competence

The ability to carry out or perform a job or task is based on skills and knowledge and supported by the work attitude required by the job (Wibowo et al, 2023). Thus, competence demonstrates skills or knowledge characterized by professionalism in a particular field as the most important aspect of excellence in that field. Competence is a term used to describe the attributes of high-quality or outstanding human resources. Often, the perception, understanding, and meaning of this term are not the same and are interchangeable with other terms. An attribute is a quality that is given to a person or object.

## 6. Hypotheses

Based on the problem statement described above, the following hypothesis can be drawn:

- a. H1: Discipline Determination towards Organizational Commitment
- b. H2: Organizational Culture Determination towards Organizational Commitment
- c. H3: Competence Determination of Competence towards Organizational Commitment
- d. H4: Discipline Determination towards Employee Performance
- e. H5: Organizational Culture Determination of Employee Performance
- f. H6: Competence Determination of Employee Performance
- g. H7: Organizational Commitment Determination of Employee Performance
- h. H8: Discipline Determination of Employee Performance through Commitment
- i. H9: Organizational Culture Determination of Employee Performance through Commitment
- j. H10: Competence Determination of Employee Performance through Commitment

## METHOD

### 1. Research Approach

This study employs a quantitative research methodology. According to Sugiyono (2022), quantitative research is a research method based on positivism philosophy, used to examine specific populations or samples, data collection using research instruments, and quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. This research was conducted at the Batam City Regional Revenue Agency Office over a period of five months from January 2025 to May 2025. This research method uses a causal survey model with path analysis techniques.

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## 2. Population and Sample

The population in this study consists of employees working at the Batam City Regional Revenue Office, totaling 130 individuals, comprising 101 civil servants (ASN) and 29 contractual employees (P3K), without considering specific strata or job roles. Riduwan (2018) suggests that if the sample size is less than 100, it is better to include all members (saturated sample) to ensure that the study is a population study. The population in this study consists of 130 employees working at the Batam City Revenue Agency Office.

## 3. Data Types and Sources

The type of data used in this research is primary data. Primary data constitutes research data sources obtained directly from original sources (not through intermediary media). Primary data is specifically collected through interviews and questionnaire distribution conducted by researchers to answer research questions. Data were obtained by distributing questionnaires to employees of the civil servants at the Regional Secretariat of the Batam City Government.

## 4. Data Collection Techniques

Data collection techniques represent methods for obtaining data in conducting research activities, implemented through two primary approaches in this study. The questionnaire method involves distributing question or statement lists to respondents, expecting them to provide responses to determine independent and dependent variable data through intervening variables, which according to Ghazali (2019) constitutes a data collection technique implemented by providing sets of written questions or statements to respondents for completion. Additionally, literature review involves data collection by studying and understanding books related to independent and dependent variables through intervening variables, including literature, journals, mass media, and research findings, providing comprehensive theoretical foundation and empirical support for the research framework.

## RESULTS AND DISCUSSION

### Results

#### 1. Descriptive Data Analysis

The data respondents with civil service status are 77.9% civil servants and 22.1% PPPK. This means that out of 131 respondents, 102 are civil servants and 28 are PPPK. Respondent data based on position includes 2 financial analysts, 2 tax officers, 2 planning officers, 2 government evaluators, and 1 secretary. Based on gender, 61.1% of respondents are male (80 people) and 38.9% are female (51 people). In terms of gender, male respondents outnumbered female respondents. Based on educational attainment, respondents consisted of 19.1% high school graduates (25 people) and 8.4% diploma holders (11 people), while 59.5% were bachelor's degree holders (78 people) and 13% were master's degree holders (17 people). In terms of employee type, the majority are university graduates, followed by high school graduates, diploma holders, and finally master's degree holders (S2).

#### 2. Outer Model

Table 1. Internal Consistency Analysis

|                        | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|------------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Commitment             | 0.937            | 0.938                         | 0.948                         | 0.694                            |
| Competence             | 0.955            | 0.957                         | 0.961                         | 0.713                            |
| Discipline             | 0.946            | 0.948                         | 0.954                         | 0.676                            |
| Employee Performance   | 0.952            | 0.954                         | 0.959                         | 0.679                            |
| Organizational Culture | 0.934            | 0.937                         | 0.944                         | 0.629                            |

Source: Smart-PLS (2025)

Based on the Construct Reliability and Validity analysis, all variables in this study showed a very satisfactory level of convergent validity through the Average Variance Extracted (AVE) measurement. The five variables studied include Commitment with a value of 0.948, Competence of 0.961, Employee Performance of 0.959, and Organization Culture of 0.944, all of which exceed the minimum AVE standard of 0.500 with a range of values from 0.937 to 0.957. The Employee Performance variable showed the best performance with the highest AVE of 0.959, indicating that the construct's ability to explain the variation in its indicators is highly optimal. Meanwhile, Organization

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Culture, despite having the lowest AVE of 0.944, still showed very good results. The high consistency of AVE values across all variables demonstrates that the measurement model has very adequate convergent validity, with each construct explaining more than 94.4% of the variation in the indicators measuring it. Thus, this research model meets the requirements to proceed to the next stage of analysis.

**Table 2. Validity Convergent**

|      | CO    | CP    | OC    | WD    | EP    |
|------|-------|-------|-------|-------|-------|
| CO1  | 0.790 |       |       |       |       |
| CO2  | 0.859 |       |       |       |       |
| CO3  | 0.867 |       |       |       |       |
| CO4  | 0.844 |       |       |       |       |
| CO5  | 0.856 |       |       |       |       |
| CO6  | 0.855 |       |       |       |       |
| CO7  | 0.791 |       |       |       |       |
| CO8  | 0.795 |       |       |       |       |
| CP1  |       | 0.830 |       |       |       |
| CP2  |       | 0.835 |       |       |       |
| CP3  |       | 0.833 |       |       |       |
| CP4  |       | 0.872 |       |       |       |
| CP5  |       | 0.872 |       |       |       |
| CP6  |       | 0.835 |       |       |       |
| CP7  |       | 0.830 |       |       |       |
| CP8  |       | 0.838 |       |       |       |
| CP9  |       | 0.840 |       |       |       |
| CP10 |       | 0.861 |       |       |       |
| OC1  |       |       | 0.726 |       |       |
| OC2  |       |       | 0.702 |       |       |
| OC3  |       |       | 0.814 |       |       |
| OC10 |       |       | 0.822 |       |       |
| WD4  |       |       |       | 0.800 |       |
| WD5  |       |       |       | 0.826 |       |
| WD6  |       |       |       | 0.844 |       |
| WD7  |       |       |       | 0.850 |       |
| WD8  |       |       |       | 0.755 |       |
| WD9  |       |       |       | 0.788 |       |
| EP.1 |       |       |       |       | 0.870 |
| EP.2 |       |       |       |       | 0.850 |
| EP3  |       |       |       |       | 0.798 |
| EP10 |       |       |       |       | 0.899 |
| EP11 |       |       |       |       | 0.801 |

Source: Smart-PLS (2025)

The Based on the table above, it can be seen that the outer loading values for variables X1, X2, X3, Y, and Z, where the values of all items in the 5 variables tested are greater than 0.7, all indicators in the 5 variables are declared valid.

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**Table 3. Discriminant Validity**

|    | <b>X1</b> | <b>X2</b> | <b>X3</b> | <b>Y</b> | <b>Z</b> |
|----|-----------|-----------|-----------|----------|----------|
| X1 | 0.845     |           |           |          |          |
| X2 | 0.808     | 0.822     |           |          |          |
| X3 | 0.767     | 0.960     | 0.828     |          |          |
| Y  | 0.997     | 0.809     | 0.763     | 0.847    |          |
| Z  | 0.892     | 0.942     | 0.930     | 0.889    | 0.793    |

Source: Smart-PLS (2025)

The results of discriminant validity show that the discriminant validity value of each indicator item against its construct is higher than the discriminant validity value of the other indicators in the same construct. Thus, it can be concluded that all constructs or latent variables have discriminant validity that is better than the indicators in other blocks.

**3. Hypothesis Test Results**  
**Direct Effect Results**

**Table 5. Direct Effect**

|  | <b>Original Samp</b> | <b>Sample Mean</b> | <b>Standard Deviat</b> | <b>T Statistics (</b> | <b>P Values</b> |
|--|----------------------|--------------------|------------------------|-----------------------|-----------------|
| COMPETENCE -> EMPLOYEE _ PERFORMANCE       | 0.193                | 0.191              | 0.057                  | 3.358                 | 0.001           |
| COMPETENCE -> ORGANIZATIONAL _ COMMITM     | 1.01                 | 1.01               | 0.014                  | 74.404                | 0               |
| DISCIPLINE -> EMPLOYEE _ PERFORMANCE       | 0.694                | 0.707              | 0.09                   | 7.756                 | 0               |
| DISCIPLINE -> ORGANIZATIONAL _ COMMITMENT  | 0.045                | 0.045              | 0.019                  | 2.362                 | 0.019           |
| ORGANIZATIONAL _ COMMITMENT -> EMPLOYEE    | 1.022                | 1.009              | 0.346                  | 2.955                 | 0.003           |
| ORGANIZATIONAL _ CULTURE -> EMPLOYEE _ PER | 0.448                | 0.433              | 0.121                  | 3.706                 | 0               |
| ORGANIZATIONAL _ CULTURE -> ORGANIZATION   | 0.054                | 0.054              | 0.025                  | 2.153                 | 0.032           |

Source: Smart-PLS (2025)

1. The direct determination between Competence and Employee Performance has a path coefficient value of 0.193 and a T Statistics value of 3.458 > 1.96 (significant). This indicates a prediction that if the value of the Competence variable increases, the Employee Performance variable will also increase. This determination has a probability value (p-value) of 0.001 < 0.05. The results of the direct effect of the Competence variable on Employee Performance are significant. Theoretical argument: According to Spencer & Spencer (1993), competence includes skills, knowledge, and behavior that influence superior performance. Employees with high competence tend to be more productive and accurate in their work.
2. The direct determination between Competence and Organizational Commitment has a path coefficient value of 1.010 and a T Statistics value of 73.025 > 1.96 (significant). This indicates a prediction that if the value of the Competence variable increases, the Organizational Commitment variable will also increase. This determination has a probability value (p-value) of 0.000 < 0.05. The results of the direct determination (direct effect) of the Competence variable on Organizational Commitment are significant.
3. The direct determination between Discipline and Employee Performance has a path coefficient value of 0.694 and a T Statistics value of 8.388 > 1.96 (significant). This indicates that if the value of the Discipline variable increases, the Employee Performance variable will also increase. This determination has a probability value (p-value) of 0.000 < 0.05. The results of the direct determination (direct effect) of the Discipline variable on Employee Performance are significant. Theoretical argument: Rivai (2014) emphasizes work discipline as the key to regularity and punctuality, which has a direct impact on performance.

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4. The direct determination between Discipline and Organizational Commitment has a path coefficient value of 0.045 and a T Statistics value of 2.410 > 1.96 (significant). This indicates that if the value of the Discipline variable increases, the Organizational Commitment variable will also increase. This determination has a probability value (p-value) of 0.016 < 0.05. The results of the direct effect of the Discipline variable on Organizational Commitment are significant.
5. The direct determination between Organizational Commitment and Employee Performance has a path coefficient value of 0.045 and a T Statistics value of 2.410 > 1.96 (significant). This indicates that if the value of the Organizational Commitment variable increases, the Employee Performance variable will also increase. This determination has a probability value (p-value) of 0.016 < 0.05. The results of the direct effect of the Organizational Commitment variable on Employee Performance are significant.
6. The direct determination between Organizational Culture and Employee Performance has a path coefficient value of 0.048 and a T Statistics value of 3.989 > 1.96 (significant). This indicates a prediction that if the value of the Organizational Culture variable increases, the Employee Performance variable will also increase. This determination has a probability value (p-value) of 0.000 < 0.05. The results of the direct effect of the Organizational Culture variable on Employee Performance are significant.
7. The direct determination between Organizational Culture and Organizational Commitment has a path coefficient value of -0.054 and a T Statistics value of 2.114 > 1.96 (significant). This indicates a prediction that if the value of the Organizational Culture variable increases, the Organizational Commitment variable will also increase. This determination has a probability value (p-value) of 0.035 < 0.05. The results of the direct effect of the Organizational Culture variable on Organizational Commitment are significant.

**Indirect Effect Results**

**Table 6. Indirect Effect Results**

|   | Original Samp | Sample Mean | Standard Deviat | T Statistics ( | P Values |
|---|---------------|-------------|-----------------|----------------|----------|
| COMPETENCE -> ORGANIZATIONAL_COMMITMENT -> EMPLOYEE PERFORMAN   | 1.032         | 1.04        | 0.325           | 3.172          | 0.002    |
| DISCIPLINE -> ORGANIZATIONAL_COMMITMENT -> EMPLOYEE PERFORMANCE | 0.046         | 0.046       | 0.023           | 1.975          | 0.049    |
| ORGANIZATIONAL_CULTURE -> ORGANIZATIONAL_COMMITMENT -> EMPLOYEE | 0.055         | 0.053       | 0.028           | 1.999          | 0.046    |

Source: Smart-PLS (2025)

1. The indirect determination between Organizational Culture and Employee Performance through Organizational Commitment has a path coefficient value of 0.055 and a T Statistics value of 1.999 > 1.96 (significant). This indicates a prediction that if the value of the Organizational Culture variable increases, the Employee Performance variable will increase significantly. This determination has a probability value (p-value) of 0.046 < 0.05. The results of the direct determination (indirect effect) of the Organizational Culture variable on Employee Performance through Organizational Commitment are significant.
2. The direct determination between Discipline and Employee Performance through Organizational Commitment has a path coefficient value of 0.046 and a T Statistics value of 1.975 > 1.96 (not significant). This indicates a prediction that if the value of the Discipline variable increases, the Employee Performance variable through Organizational Commitment will increase significantly. This determination has a probability value (p-value) of 0.049 < 0.05. The results of the direct effect of the Discipline variable on Employee Performance through Organizational Commitment are significant.
3. The direct determination between Competence and Employee Performance through Organizational Commitment has a path coefficient value of 1.032 and a T Statistics value of 3.172 > 1.96 (significant). This indicates a prediction that if the value of the Competence variable increases, the Employee Performance variable through Organizational Commitment will also increase significantly. This determination has a probability value (p-value) of 0.002 < 0.05. The results of the direct effect of the Competence variable on Employee Performance through Organizational Commitment are significant.

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## Coefficient Determination ( $R^2$ )

The coefficient of determination (R Square) aims to evaluate the accuracy of a variable's prediction. In other words, it evaluates how the variation in the dependent variable is influenced by the variation in the independent variable in a path model.

**Table 7. Coefficient Determination Results**

|   | R-square | Adjusted R-square |
|---|----------|-------------------|
| Y | 0.940    | 0.938             |
| Z | 0.996    | 0.995             |

Source: Smart-PLS (2025)

The R Square value of the combined or simultaneous effect of X1, X2, and X3 on Y is 0.940 with an adjusted R Square value of 0.938. This indicates that all exogenous constructs (X1, X2, X3) simultaneously affect Y by 0.940 or 94.00%. Since the adjusted R Square value is greater than 50%, the influence of all exogenous constructs on Y is considered strong. An R Square value of 0.940 indicates that the exogenous variables (X1, X2, X3) simultaneously have a very strong influence on the endogenous variable (Y), namely 94.00%. This means that variations in the Y variable can be explained by the combination of variables X1, X2, and X3 by 94.00%, while the remaining 6.00% is influenced by other factors outside the research model. Additionally, the adjusted R-Square value of 0.940 indicates that the model remains highly stable despite the number of independent variables used in this study. With an adjusted R Square value exceeding 50%, it can be concluded that the influence of all exogenous constructs on variable Y is in the strong category, so that the model used has a high level of accuracy in explaining the relationship between the variables studied. This finding reinforces the validity of the research and shows that variables X1, X2, and X3 are dominant factors that determine changes in variable Y. Therefore, the implications of these results can serve as a basis for more effective policy-making or strategies to improve Y through optimal management of variables X1, X2, and X3.

The R Square value of the combined or simultaneous effect of X1, X2, and X3 on Z is 0.996 with an adjusted R Square value of 0.996. This indicates that all exogenous constructs (X1, X2, X3) simultaneously affect Z by 0.996 or 99.6%. Because the adjusted R Square value is more than 50%, the influence of all exogenous constructs on Z is considered strong. An R Square value of 0.996 indicates that the exogenous variables (X1, X2, X3) simultaneously have a very strong and perfect influence on the endogenous variable (Z), which is 99.60%. This means that all variations in the Z variable can be fully explained by the combination of variables X1, X2, X3 without any other factors outside the model contributing to changes in Z. Additionally, the adjusted R-Square value of 0.996 indicates that the model used has a perfect fit in explaining the relationship between the variables under study. With an adjusted R-Square value exceeding 50%, even reaching the maximum value, it can be concluded that the influence of all exogenous constructs on Z is in the very strong and deterministic category. This finding shows that X1, X2, and X3 are the main and only factors that determine changes in variable Z. Therefore, in the context of implementation, the management of variables X1, X2, and X3 must be carried out optimally to ensure the sustainability and achievement of variable Z targets. With a model having an R Square of 0.996, it can be stated that the relationship between the variables in this study is very strong, so strategies based on these findings have a very high potential for success.

## CONCLUSION

Based on the findings of data analysis in the discussion and hypothesis testing, the following conclusions can be drawn:

1. The direct determination between Competence and Employee Performance is significant
2. The direct determination between Competence and Organizational Commitment is significant
3. The direct determination between Discipline and Employee Performance is significant
4. The direct determination between Discipline and Organizational Commitment is significant
5. The direct determination between Organizational Commitment and Employee Performance is significant
6. The direct determination between Organizational Culture and Employee Performance is significant
7. The direct determination between Organizational Culture and Organizational Commitment is significant
8. The indirect determination between Organizational Culture and Employee Performance through Organizational Commitment is significant

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9. The direct determination between Discipline and Employee Performance through Organizational Commitment is significant
10. The direct determination between Competence and Employee Performance through Organizational Commitment is significant.
11. The F test results show that the variables Discipline, Organizational Culture, and Competence simultaneously have a significant effect on Employee Performance through Organizational Commitment. Based on the results of the discussion and conclusions above, the recommendations in this study are as follows:
  1. Needs-Based Competency Training and Development Implement training and development programs that focus on improving the technical and non-technical competencies of employees. Identify training needs based on performance analysis to ensure relevance to training tasks and employee responsibilities.
  2. Enhancing Organizational Commitment Through Incentives and Recognition Provide financial and non-financial incentives to employees who demonstrate high dedication and satisfactory work performance. Such recognition can encourage increased commitment to the organization.
  3. Strengthening an Inclusive Organizational Culture, Develop an inclusive work culture by involving employees in strategic decision-making. Open effective communication channels between leaders and staff to create a sense of belonging to the organization.
  4. Implementation of a Transparent and Fair Disciplinary Assessment System, Implement a clear, transparent, and fair disciplinary assessment system. Ensure that every employee understands the rules of the organization as well as the sanctions and rewards associated with their level of discipline.
  5. Mentoring Programs to Increase Organizational Commitment Hold mentoring or coaching programs involving senior leaders as mentors to improve employees' emotional well-being toward the organization. This can significantly increase organizational commitment.
  6. Integrating Work Culture with the Organization's Vision and Mission Intensively disseminate the organization's vision, mission, and values to all employees. Create internal campaigns to instill organizational cultural values in daily activities.
  7. Strengthening Inter-Employee Relationship, Facilitate activities that strengthen inter-employee relationships, such as team building, outings, or social events. Good working relationships can improve collaboration and a sense of togetherness within the organization.
  8. Improving Discipline Through Digital Technology, Utilize technology to integrate and improve discipline, such as real-time attendance applications, automatic performance reporting, and data-based reward systems.
  9. Regular Employee Performance Evaluation and Monitoring, Conduct regular performance evaluations and monitoring to identify employee strengths and weaknesses. Provide constructive feedback to support individual and team performance improvement.
  10. Competency Improvement through Professional Certification, Encourage employees to pursue professional certification in their respective fields. This certification not only improves employee competence but also enhances the overall competitiveness of the organization.
  11. Synergy between Discipline, Organizational Culture, and Competence, Ensure that the implementation of discipline, strengthening of organizational culture, and improvement of competence are carried out synergistically and consistently. This synergy can be achieved through integrated policies that are fully supported by the organization's leadership.

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