

The Influence of Work Discipline and Local Culture on Employee Performance Mediated by Organizational Commitment

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Abstract

This study investigates how work discipline and local culture shape employee performance and whether organizational commitment mediates these relationships in an Indonesian organizational setting. Using a quantitative explanatory design, primary data were collected through a structured five-point Likert questionnaire from all employees of PT Delapan Jaya Propertindo, Palu City, Central Sulawesi (n=25) and analyzed using regression-based path analysis in SPSS, with mediation tested via the Sobel method. The model examines work discipline (X1), local culture (X2), organizational commitment/work commitment (Z), and employee performance (Y), operationalized through indicators of rule compliance, punctuality, and task responsibility (discipline); internalization of Kaili cultural values (local culture); affective and normative attachment (commitment); and quality, timeliness, and responsibility in work outcomes (performance). Instrument diagnostics supported analysis adequacy (all item r-counts > r-table=0.396; Cronbach's alpha=0.776–0.815), while classical assumptions were met (Kolmogorov–Smirnov Sig.=0.200; VIF=1.41–1.61; Glejser Sig.=0.487–0.614). Hypothesis tests show that work discipline positively predicts employee performance (t=3.912; p=0.001), local culture positively predicts organizational commitment (t=4.235; p<0.001), and organizational commitment positively predicts employee performance (t=4.756; p<0.001). Mediation analysis confirms significant indirect effects through organizational commitment for both work discipline (Sobel z=2.97; p=0.003) and local culture (Sobel z=3.45; p=0.001), indicating partial mediation. Theoretically, the findings extend behavioural-control and socio-cultural perspectives by demonstrating that cultural values strengthen performance primarily by fostering commitment, while discipline influences performance both directly and via commitment. Practically, managers should combine consistent disciplinary systems with culturally grounded practices to build commitment and sustain performance. Overall, the study highlights organizational commitment as a pivotal mechanism linking formal rules and local values to employee performance in localized Indonesian workplaces.

Keywords – Discipline; Local Culture; Commitment; Employee Performance.

Abstrak

Penelitian ini menganalisis bagaimana disiplin kerja dan budaya lokal memengaruhi kinerja karyawan serta menguji peran mediasi komitmen organisasi dalam konteks organisasi di Indonesia. Penelitian menggunakan desain kuantitatif eksplanatori dengan pengumpulan data melalui kuesioner terstruktur skala Likert 1–5 kepada seluruh karyawan PT Delapan Jaya Propertindo, Kota Palu, Sulawesi Tengah (n=25) menggunakan teknik total sampling. Data dianalisis dengan analisis jalur berbasis regresi menggunakan SPSS, sedangkan pengujian mediasi dilakukan melalui uji Sobel. Model mencakup disiplin kerja (X1), budaya lokal (X2), komitmen organisasi/komitmen kerja (Z), dan kinerja karyawan (Y), yang dioperasionalisasi melalui indikator kepatuhan terhadap aturan, ketepatan waktu, dan tanggung jawab tugas (disiplin); internalisasi nilai-nilai budaya Kaili (budaya lokal); keterikatan afektif dan normatif (komitmen); serta kualitas, ketepatan waktu, dan tanggung jawab dalam hasil kerja (kinerja).

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Uji instrumen menunjukkan kelayakan pengukuran (seluruh r -hitung $>$ r -tabel=0,396; Cronbach's alpha=0,776–0,815), dan model memenuhi asumsi klasik (Sig. Kolmogorov–Smirnov=0,200; VIF=1,41–1,61; Sig. Glejser=0,487–0,614). Hasil pengujian hipotesis menunjukkan disiplin kerja berpengaruh positif signifikan terhadap kinerja karyawan ($t=3,912$; $p=0,001$), budaya lokal berpengaruh positif signifikan terhadap komitmen organisasi ($t=4,235$; $p<0,001$), dan komitmen organisasi berpengaruh positif signifikan terhadap kinerja karyawan ($t=4,756$; $p<0,001$). Uji mediasi mengonfirmasi pengaruh tidak langsung yang signifikan melalui komitmen organisasi, baik pada jalur disiplin kerja (z Sobel=2,97; $p=0,003$) maupun budaya lokal (z Sobel=3,45; $p=0,001$), yang mengindikasikan mediasi parsial. Secara teoretis, temuan ini menegaskan integrasi mekanisme kontrol perilaku dan nilai sosial-budaya, serta menempatkan komitmen organisasi sebagai mekanisme kunci yang menjembatani nilai budaya dan kinerja. Secara praktis, organisasi perlu menegakkan disiplin secara konsisten sekaligus menginternalisasi nilai budaya setempat untuk memperkuat komitmen dan mempertahankan kinerja. Secara keseluruhan, studi ini menegaskan signifikansi komitmen organisasi dalam menghubungkan aturan formal dan nilai lokal untuk meningkatkan kinerja karyawan pada organisasi dengan konteks budaya yang kuat.

Kata Kunci – *Displin; Budaya Lokal; Kinerja Karyawan; Komitmen Kerja.*

1. INTRODUCTION

The development of modern organizations increasingly demands improvements in employee performance as a key indicator of organizational effectiveness. In a competitive and dynamic work environment, employee performance not only determines the achievement of short-term organizational targets but also affects operational stability and long-term sustainability (Santoso et al., 2024). Performance is generally understood as the result of employees' ability to complete tasks in accordance with predetermined standards of quality, quantity, timeliness, and responsibility (Sukmana & Hakim, 2023). Consequently, understanding the factors associated with employee performance remains a central concern in organizational and human resource management studies (Sismiati & Rudhan, 2025).

One behavioural factor consistently associated with employee performance is work discipline. Discipline reflects the extent to which employees comply with organizational rules, manage time effectively, and demonstrate consistency in carrying out assigned responsibilities (Wei et al., 2024). From a theoretical perspective, the relationship between work discipline and performance can be explained through behavioural control and role clarity mechanisms, where clear rules, supervision, and predictable consequences shape employee behaviour and reduce role ambiguity. Employees who consistently adhere to organizational regulations tend to demonstrate more stable work behaviour and higher performance outcomes (Suryana et al., 2025; Farid & Santosa, 2024).

Beyond formal behavioural controls, socio-cultural factors also play an important role in shaping employee attitudes and behaviour. In the Indonesian context, where collectivist values remain strong, local culture functions as an informal social control that guides how individuals interpret work obligations, social responsibility, and group expectations (Ibrahim & Sundawa, 2023). Local cultural values are embedded in daily interactions and often influence employees' sense of belonging and moral responsibility within the organization. In the Kaili cultural context, values such as *nosarara nosabatutu* emphasize unity, togetherness, and mutual responsibility, encouraging employees to avoid behaviours that may harm the group and to maintain harmonious working relationships (Ratu et al., 2019).

The influence of local culture on organizational outcomes is closely related to organizational commitment. This relationship can be understood through normative pressure and social identity perspectives, which suggest that shared values and social norms create moral obligations and strengthen individuals' identification with their organization. When employees perceive alignment between their

cultural values and organizational practices, their emotional and normative attachment to the organization tends to increase (Misnah et al., 2022). Such attachment encourages loyalty and willingness to maintain long-term involvement within the organization.

Organizational commitment itself has long been associated with employee performance. Commitment reflects employees' emotional attachment, moral responsibility, and willingness to contribute to organizational goals. Employees with higher levels of commitment tend to demonstrate greater persistence, responsibility, and consistency in their work behaviour (Pahrul et al., 2025). From an attitudinal behavioural consistency perspective, positive attitudes toward the organization are likely to be expressed through sustained and goal-oriented performance (Arsawan et al., 2023).

Although previous studies have examined the relationships between work discipline, culture, commitment, and performance, empirical research integrating formal behavioural controls (discipline) and informal socio-cultural values (local culture) within a single explanatory framework remains limited, particularly in localized organizational settings (Farid & Santosa, 2024). Moreover, many existing studies emphasize causal interpretations without adequately considering contextual constraints, especially when sample sizes are relatively small and organizational settings are highly specific.

Based on this background, the present study aims to examine the associations between work discipline, local culture, organizational commitment, and employee performance within a single organizational context. Organizational commitment is positioned as a mediating variable that potentially strengthens the relationship between behavioural and cultural factors and performance outcomes. Given the exploratory nature of the study and the limited sample size, the findings are intended to provide context-specific and associative insights rather than generalized causal conclusions. This research is expected to enrich the understanding of how discipline and local cultural values interact through organizational commitment to shape employee performance in a localized Indonesian organizational setting.

2. LITERATURE REVIEW

Work discipline is widely recognized as a fundamental behavioural mechanism that shapes employee performance within organizations. Discipline reflects employees' ability to comply with organizational rules, manage time effectively, and demonstrate consistency and responsibility in performing assigned tasks (Brancourt et al., 2022). Employees with high levels of discipline tend to follow established procedures, minimize deviations from work standards, and maintain stable performance even under work pressure (Suryana et al., 2025). Previous empirical studies consistently report a positive association between work discipline and employee performance. Discipline provides behavioural structure and clarity, enabling employees to focus on task completion and performance targets (Sitorus et al., 2025). In this sense, discipline functions as a formal control mechanism that regulates employee behaviour and supports performance stability. However, the strength of this relationship may vary depending on organizational context, leadership style, and socio-cultural environment, indicating that discipline alone may not fully explain performance outcomes (Sismiati & Rudhan, 2025). Based on these arguments, work discipline is expected to be positively associated with employee performance.

In addition to work discipline, Local culture represents a system of values, norms, and social expectations that are shared within a particular community and internalized by its members (Trang, 2024). In collectivist societies such as Indonesia, local cultural values play a significant role in shaping work attitudes, social responsibility, and loyalty to social groups, including organizations (Ibrahim & Sundawa, 2023). Local culture functions as an informal social control that complements formal organizational regulations. In the Kaili cultural context, values such as nosarara nosabatutu emphasize unity, togetherness, mutual responsibility, and social harmony. These values encourage individuals to

prioritize group interests over personal interests and to maintain the good name of the community (Ratu et al., 2019). When such cultural values are embedded in organizational life, employees may experience stronger emotional and moral attachment to their organization.

Empirical evidence suggests that cultural alignment between employees and organizational practices strengthens organizational commitment (Rismawati et al., 2025; Ratu et al., 2019). Employees who perceive congruence between their cultural values and organizational norms tend to develop a sense of loyalty, belonging, and moral obligation toward the organization. Therefore, local culture is expected to be positively associated with organizational commitment (Yuliati et al., 2025).

Organizational commitment reflects employees' psychological attachment to their organization and their willingness to maintain membership and contribute to organizational goals. Theoretical perspectives distinguish organizational commitment into three dimensions: affective commitment, normative commitment, and continuance commitment. Affective commitment refers to emotional attachment, normative commitment reflects moral obligation, and continuance commitment relates to perceived costs of leaving the organization. Although these dimensions are conceptually distinct, empirical studies—particularly exploratory research with limited sample sizes—often operationalize organizational commitment as a unified construct to capture overall attachment to the organization (Pahrul et al., 2025). This approach allows researchers to examine the general role of commitment in shaping employee attitudes and behaviour while acknowledging that different dimensions may exert varying levels of influence.

Previous studies demonstrate that organizational commitment is positively associated with employee performance. Committed employees tend to exhibit higher levels of responsibility, persistence, and willingness to contribute beyond formal job requirements. Commitment serves as a motivational and attitudinal mechanism that translates positive work attitudes into consistent performance behaviour. Thus, organizational commitment is expected to be positively associated with employee performance (Arsawan et al., 2023).

Several studies suggest that organizational commitment plays a mediating role in the relationship between behavioural and cultural factors and employee performance. Discipline and cultural values may shape employees' attitudes and sense of belonging, which in turn influence how consistently and effectively they perform their work. In this framework, organizational commitment functions as a psychological bridge that connects external controls and social norms with internal motivation (Gemintang et al., 2025).

While discipline and local culture may also exert direct effects on employee performance, their influence is often strengthened when employees internalize organizational goals and develop strong psychological attachment (Surapto & K, 2021). However, given contextual differences and methodological constraints, particularly in small-sample studies, mediation findings should be interpreted cautiously and viewed as indicative rather than conclusive.

Based on the theoretical review and empirical findings discussed above, the hypotheses proposed in this study are as follows:

H1: Work discipline is positively and significantly associated with employee performance.

H2: Local culture is positively and significantly associated with organizational commitment.

H3: Organizational commitment is positively and significantly associated with employee performance.

H4: Organizational commitment mediates the relationship between work discipline and employee performance.

H5: Organizational commitment mediates the relationship between local culture and employee performance.

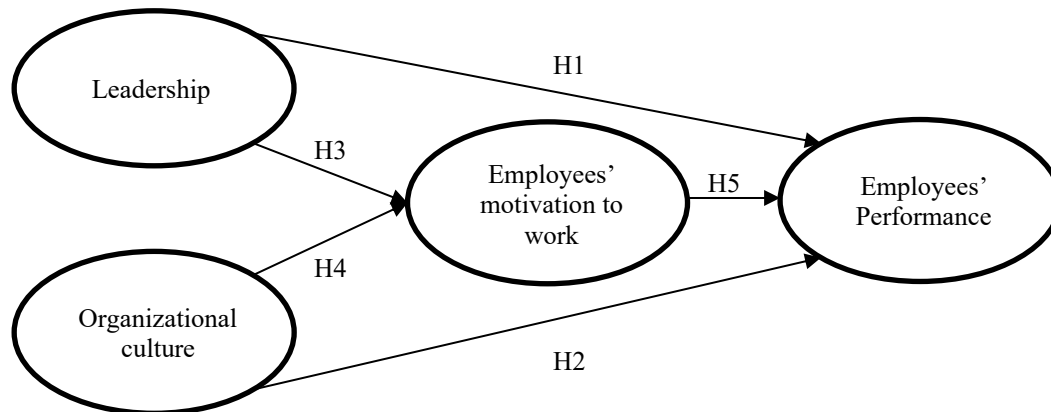


Figure 1. Research Framework Model

3. RESEARCH METHOD

This study employs a quantitative explanatory approach to examine the relationships between work discipline, local culture, organizational commitment, and employee performance. The research was conducted at PT Delapan Jaya Propertindo, located in Palu City, Central Sulawesi. Organizational commitment is positioned as a mediating variable in the relationship between work discipline, local culture, and employee performance. Given the focus on examining associations among variables within a specific organizational context, this study is designed as an exploratory explanatory study.

The population of this study consisted of all employees working at PT Delapan Jaya Propertindo, totaling 25 individuals. Due to the relatively small population size, a total sampling technique was applied, in which all members of the population were included as research respondents. This approach ensures that the collected data represent the entire organizational unit under study, while also acknowledging that the findings are context-specific and not intended for broad generalization.

Data were collected using a structured questionnaire distributed directly to respondents. The questionnaire employed a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), and was developed based on indicators derived from previous empirical studies and relevant theoretical concepts. The use of a self-administered questionnaire allowed respondents to provide perceptions related to work discipline, local culture, organizational commitment, and employee performance within their organizational environment.

Prior to hypothesis testing, the measurement instrument was evaluated through validity and reliability testing. Item validity was assessed using the Pearson Product Moment correlation, with items considered valid if the calculated R-value exceeded the r-table value of 0.396. Reliability testing was conducted using Cronbach's Alpha, with a minimum acceptable threshold of 0.60. The results indicate that all measurement items met the required validity and reliability criteria, suggesting that the instrument was suitable for further statistical analysis.

To ensure the appropriateness of regression-based analysis, several classical assumption tests were conducted. The normality of residuals was assessed using the One-Sample Kolmogorov-Smirnov test, with significance values greater than 0.05 indicating normally distributed data. Multicollinearity was examined through tolerance and Variance Inflation Factor (VIF) values, where tolerance values above 0.10 and VIF values below 10 indicate the absence of multicollinearity. Heteroscedasticity was tested using the Glejser test, with significance values greater than 0.05 indicating homoscedastic residuals. The results of these tests confirmed that the data met the assumptions required for regression and path analysis.

Data analysis was conducted using path analysis to estimate the direct and indirect relationships among variables. The significance of direct effects was examined using t-tests with a significance level of 0.05. To assess the mediating role of organizational commitment, the Sobel test was employed to evaluate the significance of indirect effects.

However, it is important to note that the Sobel test assumes a normal distribution of indirect effects, an assumption that may be difficult to satisfy in studies with small sample sizes. Therefore, the mediation results obtained in this study should be interpreted cautiously and viewed as preliminary evidence rather than definitive conclusions. The use of the Sobel test in this study is intended to provide an initial indication of mediation effects within an exploratory framework. Future studies are encouraged to apply bootstrapping-based mediation techniques or structural equation modeling approaches with larger samples to enhance statistical robustness. All statistical analyses were performed using SPSS software.

4. RESULT AND DISCUSSION

The respondent profile indicates that all participants in this study were male employees aged between 25 and 40 years, with most respondents having 1–4 years of work experience. This demographic composition suggests that the respondents belong to an early-to-mid career stage and possess sufficient exposure to organizational routines and cultural norms. As such, they are considered capable of providing informed perceptions regarding work discipline, local culture, organizational commitment, and employee performance. The demographic details of the respondents can be seen in Table 1.

Table 1. Respondent Demography

Particulars	Items	Frequency	Percentage (%)
Gender	Male	25	100%
	Female	00	00
Age (years)	25 – 29	10	40%
	30 - 34	8	32
Length of Service	1 – 2 years	11	44%
	3 – 4 years	14	56%

Source: Data processed by the author (2025)

The validity test results indicate that all questionnaire items met the required criteria, where all r-count values exceeded the r-table value of 0.396, meaning that each indicator was able to measure its intended construct accurately. In addition, the reliability test using Cronbach's Alpha showed that all variables had values above 0.60, reflecting internal consistency and reliability of the measurement instrument. The summary of validity and reliability tests is presented in Table 2.

Table 2. Validity and Reliability

Variable	Item	R-Count	R-Table	Cronbach's Alpha	Alpha Coefficient	Information
Employee Performance (Y)	Y1.1	0.630	0.396	0.776	0.60	Valid and Reliable
	Y1.2	0.675	0.396	0.776	0.60	Valid and Reliable
	Y1.3	0.773	0.396	0.776	0.60	Valid and Reliable
	Y1.4	0.818	0.396	0.776	0.60	Valid and Reliable
	Y1.5	0.705	0.396	0.776	0.60	Valid and Reliable
Work Discipline (X1)	X1.1	0.815	0.396	0.802	0.60	Valid and Reliable
	X1.2	0.788	0.396	0.802	0.60	Valid and Reliable

Variable	Item	R-Count	R-Table	Cronbach's Alpha	Alpha Coefficient	Information
	X1.3	0.840	0.396	0.802	0.60	Valid and Reliable
	X1.4	0.731	0.396	0.802	0.60	Valid and Reliable
	X1.5	0.862	0.396	0.802	0.60	Valid and Reliable
Local Culture (X2)	X2.1	0.901	0.396	0.815	0.60	Valid and Reliable
	X2.2	0.889	0.396	0.815	0.60	Valid and Reliable
	X2.3	0.874	0.396	0.815	0.60	Valid and Reliable
	X2.4	0.868	0.396	0.815	0.60	Valid and Reliable
	X2.5	0.733	0.396	0.815	0.60	Valid and Reliable
	X2.6	0.881	0.396	0.815	0.60	Valid and Reliable
	X2.7	0.894	0.396	0.815	0.60	Valid and Reliable
Work Commitment (Z)	Z1.1	0.915	0.396	0.805	0.60	Valid and Reliable
	Z1.2	0.794	0.396	0.805	0.60	Valid and Reliable
	Z1.3	0.907	0.396	0.805	0.60	Valid and Reliable
	Z1.4	0.917	0.396	0.805	0.60	Valid and Reliable
	Z1.5	0.844	0.396	0.805	0.60	Valid and Reliable
	Z1.6	0.879	0.396	0.805	0.60	Valid and Reliable

Source: Data processed by the author (2025)

Based on Table 2, Instrument testing confirms that all measurement items met the required validity and reliability criteria. The r-count values of all indicators exceeded the r-table value (0.396), indicating satisfactory construct validity. Reliability analysis using Cronbach's Alpha produced coefficients above the acceptable threshold of 0.60 for all variables, demonstrating internal consistency of the measurement instruments. These results suggest that the data are suitable for further regression and path analysis.

Table 3. Data Normality Test Results

Test	Statistic / Value
N	25
Test	One-Sample Kolmogorov–Smirnov (Unstandardized Residual)
Test Statistic	0.121
Asymp. Sig. (2-tailed)	0.200
Decision	Data are normally distributed (Sig > 0.05)

Source: Data processed by the author (2025)

Based on the results of the normality test, the significance level is 0.200, which is greater than 0.05. Thus, the distribution of the residual data is considered normal and can be used in further regression and path analysis.

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Information
Work Discipline (X1)	0.62	1.61	No multicollinearity
Local Culture (X2)	0.64	1.56	No multicollinearity
Work Commitment (Z)	0.71	1.41	No multicollinearity

Source: Data processed by the author (2025)

Based on the results of the multicollinearity test, all variables show VIF values less than 10 and Tolerance values greater than 0.10, so it can be concluded that there is no multicollinearity among the independent variables in this study and the regression model is appropriate to use.

Table 5. Heteroscedasticity Test Results (Glejser Test)

Variable	Sig.	Information
Work Discipline (X1)	0.487	No heteroscedasticity
Local Culture (X2)	0.531	No heteroscedasticity
Work Commitment (Z)	0.614	No heteroscedasticity

Source: Data processed by the author (2025)

Based on the heteroscedasticity test results, all variables have significance values greater than 0.05. This indicates that there is no heteroscedasticity problem in the model, so the residual variance can be considered homogeneous.

Table 6. Hypotheses Test Results (t-test / Path Coefficients)

Relationship	t-count	Sig.	Information
H1: Work Discipline (X1) → Employee Performance (Y)	3.912	0.001	Positive and significant effect (H1 accepted)
H2: Local Culture (X2) → Work Commitment (Z)	4.235	0.000	Positive and significant effect (H2 accepted)
H3: Work Commitment (Z) → Employee Performance (Y)	4.756	0.000	Positive and significant effect (H3 accepted)

Source: Data processed by the author (2025)

The t-test results show that all tested relationships are significant at $\alpha = 0.05$. This means that work discipline has a positive and significant effect on employee performance, local culture significantly influences work commitment, and work commitment itself significantly improves employee performance.

To examine the mediating role of work commitment, the Sobel test was conducted on two indirect paths: (1) Work Discipline → Work Commitment → Employee Performance, and (2) Local Culture → Work Commitment → Employee Performance.

Table 7. Sobel Test Results

Indirect Relationship	Z-value	Sig.	Information
H4: Work Discipline (X1) → Work Commitment (Z) → Employee Performance (Y)	2.97	0.003	Significant mediation (H4 accepted)
H5: Local Culture (X2) → Work Commitment (Z) → Employee Performance (Y)	3.45	0.001	Significant mediation (H5 accepted)

Source: Data processed by the author (2025)

The classical assumption tests further support the robustness of the regression model. The normality test indicates that the residuals are normally distributed, while the multicollinearity and heteroscedasticity tests show no significant violations of regression assumptions. These findings indicate that the estimated relationships among variables can be interpreted within the limits of the applied analytical technique. Path analysis results reveal that work discipline has a positive and statistically significant association with employee performance. This finding suggests that higher levels of compliance with organizational rules, punctuality, and task responsibility are associated with better performance outcomes. Local culture also demonstrates a positive and significant association with

organizational commitment, indicating that employees who strongly internalize local cultural values tend to exhibit stronger psychological attachment to the organization. Furthermore, organizational commitment shows a positive and significant association with employee performance.

Mediation analysis using the Sobel test indicates that organizational commitment significantly mediates the relationships between work discipline and employee performance, as well as between local culture and employee performance. Importantly, the direct effect of work discipline on employee performance remains significant even after the inclusion of organizational commitment in the model. This pattern indicates partial mediation, rather than full mediation, suggesting that discipline influences performance both directly and indirectly through organizational commitment.

Given the relatively small sample size, the statistical significance of the indirect effects should be interpreted cautiously. The mediation results are indicative of associative patterns within the observed context rather than definitive evidence of causal mechanisms. The Sobel test results indicate that work commitment significantly mediates the influence of both work discipline and local culture on employee performance. This shows that behavioural and cultural factors become more effective in shaping performance when employees possess a strong sense of commitment to their organization.

The findings of this study offer important insights into how work discipline, local culture, and organizational commitment jointly shape employee performance within the organizational setting. The first key finding demonstrates that work discipline has a positive and significant effect on employee performance. This result reinforces the theoretical view that discipline forms the behavioural foundation necessary for employees to carry out their tasks consistently and responsibly (Saleem et al., 2024). Employees who demonstrate punctuality, compliance with organizational regulations, and stable work behaviour tend to produce higher-quality outputs and meet organizational expectations more effectively. This supports previous research showing that discipline is a strong predictor of job performance because it regulates employees' actions and minimizes deviations from standard procedures (Prianto et al., 2026).

The second finding reveals that local culture significantly influences organizational commitment. In the context of this study, local cultural values—particularly those embedded within Kaili traditions play an essential role in shaping employees' attitudes and emotional attachment to the organization (Misnah et al., 2022). Characteristics such as collectivism, social harmony, moral responsibility, and loyalty are strongly internalized by employees and encourage them to maintain long-term relationships with their workplace (Amelia, Febriani, and Sa'diyah 2022). These results are consistent with cultural behaviour theories, which argue that social and cultural norms guide individuals in evaluating their roles, responsibilities, and obligations within a group (Demirović Bajrami et al. 2021). When cultural alignment exists between employees and the organization, commitment tends to strengthen, resulting in more positive and engaged work behaviour (Surapto & K, 2021).

Furthermore, the finding that organizational commitment has a significant positive effect on employee performance highlights the psychological mechanisms underlying work behaviour. Committed employees are more likely to demonstrate perseverance, initiative, and willingness to contribute beyond their basic role requirements (Febriani and Sa'diyah 2021). The presence of commitment acts as a motivational driver that encourages employees to maintain consistent quality and productivity. This aligns with the notion that commitment embodies not only emotional attachment but also a sense of moral duty and rational considerations that sustain job performance (Ramadhan, 2025).

The mediating role of organizational commitment in the relationship between work discipline, local culture, and employee performance provides additional theoretical contributions. The Sobel test results confirm that commitment functions as a bridge that strengthens the effect of both discipline and culture on performance (Ahmed et al. 2021). This implies that although discipline and cultural values independently influence work outcomes, their impact becomes more meaningful when employees

internalize organizational goals and develop psychological attachment. In other words, commitment transforms behavioural and cultural factors into sustained performance improvements.

Taken together, these findings suggest that effective performance management requires an integrative approach that combines formal behavioural control mechanisms (discipline) with informal socio-cultural reinforcements (local cultural values). Organizations that successfully align these two dimensions are more likely to cultivate committed employees who are intrinsically motivated to deliver high performance. From a practical standpoint, this study implies that organizations should not only enforce clear disciplinary standards but also embrace and institutionalize cultural values that resonate with employees' identities and collective norms. Strengthening these two aspects simultaneously can create a work environment that fosters both compliance and intrinsic motivation, leading to long-term performance sustainability.

5. CONCLUSION

This study examines the relationships between work discipline, local culture, organizational commitment, and employee performance within a single organizational context. The findings indicate that work discipline is positively associated with employee performance, while local culture is positively associated with organizational commitment. Organizational commitment also shows a positive association with employee performance and partially mediates the relationships between work discipline, local culture, and employee performance.

These results suggest that employee performance is shaped not only by formal behavioural mechanisms such as work discipline, but also by socio-cultural values that strengthen employees' psychological attachment to the organization. When employees internalize organizational goals and develop a sense of commitment, both disciplinary practices and cultural values are more likely to be reflected in consistent work behaviour and performance outcomes.

However, given the limited sample size and the focus on a single organization, the findings of this study should be interpreted as exploratory and associative rather than causal. The results reflect patterns observed within a specific organizational and cultural context and are not intended for broad generalization. Differences in organizational characteristics, leadership practices, and cultural environments may produce different relational patterns.

Overall, this study highlights the importance of integrating formal behavioural control mechanisms with informal socio-cultural values in understanding employee performance. The findings provide a contextual perspective that may inform future empirical research and organizational practice, particularly in organizations operating within strong local cultural settings.

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