

The Mediating Role of Organizational Commitment in the Relationship Between Job Satisfaction and Work Discipline in the Public Sector

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Received: 14/05/2026 | Revised: 13/08/2026 | Accepted: 20/08/2026 | Published: 16/09/2026

Abstract: Work discipline plays a vital role in the success of public sector organizations, but it is frequently shaped by more than just job satisfaction alone. This research examines the effect of job satisfaction on work discipline, with organizational commitment as an intervening variable, among staff members at the BPJS Ketenagakerjaan West Java Regional Office. The research used a quantitative explanatory approach with path analysis based on Partial Least Squares Structural Equation Modeling (PLS-SEM) and included the entire population of 77 employees through census sampling. We collected data using Likert-scale questionnaires and supplemented them with internal secondary data for 2022–2024. Job satisfaction positively and significantly shapes organizational commitment, and organizational commitment positively and significantly shapes work discipline. However, job satisfaction does not directly and significantly affect work discipline. Organizational commitment fully mediated the relationship between job satisfaction and work discipline. These findings imply that improving work discipline cannot be achieved merely by increasing job satisfaction; instead, it must be pursued by strengthening organizational commitment, particularly its affective dimension, as the key conversion mechanism that determines employees' disciplined behavior in Indonesia's hybrid public organizations.

Keywords: *full mediation, job satisfaction, organizational commitment, PLS-SEM, work discipline*

How to Cite: Hakim, M. H., & Fariz (2026). The Mediating Role of Organizational Commitment in the Relationship Between Job Satisfaction and Work Discipline in the Public Sector. *Journal of Economics and Management*, 4(3), 1058–1070. <https://doi.org/10.70716/ecoma.v4i3.568>

INTRODUCTION

Work discipline is a foundational pillar of organizational effectiveness in public sector institutions, directly influencing service quality, operational reliability, and stakeholder accountability. In hybrid public organizations operating at the intersection of governmental mandates and market-oriented performance targets, the drivers of discipline are complex (Muardi, Rohmawan and Nurminingsih, 2022), shaped by both bureaucratic norms and competitive service pressures (Darenoh & Kanto, 2025). BPJS Ketenagakerjaan represents a paradigmatic case: mandated by Undang-Undang No. 24 Tahun 2011 (Law No. 24 of 2011) to provide universal social protection to Indonesian workers, yet held accountable to measurable performance targets that approximate private-sector standards.

Internal data from the BPJS Ketenagakerjaan West Java Regional Office (2022–2024) reveal a striking organizational paradox: claim realization reached Rp7.69 trillion



(112.6% of target), yet employees recorded an average tardiness rate of 10.8 incidents per person, an absenteeism rate of approximately 5.2%, and participant complaints regarding delayed claim processing of 10–12%. This dissonance between macro-level performance and micro-level behavioral compliance suggests a need to examine the psychological antecedents of disciplinary behavior.

Theoretical frameworks in organizational behavior suggest that job satisfaction and organizational commitment are key antecedents of work discipline (Robbins & Judge, 2023). Social Exchange Theory (Blau, 1964) posits that employees reciprocate organizational benefits with positive behavioral responses, including discipline and commitment. The Two-Factor Theory (Herzberg, Mausner and Synderman, 1959) identifies motivator and hygiene factors as determinants of satisfaction, while the Three-Component Model (Meyer & Allen, 1991) delineates affective, normative, and continuance commitment as distinct behavioral pathways. Hendri (2019) confirmed that job satisfaction is a significant antecedent of organizational commitment, which in turn shapes employee performance outcomes. Massoud and Jameel (2020) further established that in Indonesian public sector organizations, both satisfaction and commitment are critical drivers of employee behavioral compliance.

Despite a growing empirical literature, several gaps remain. Most prior studies have examined these relationships in private or educational sector contexts, leaving the hybrid public sector underexplored (Lesmana & Prayogi, 2021; Ikhsan & Siddiq, 2024). Furthermore, SEM-based approaches have insufficiently examined the mediating role of organizational commitment in the satisfaction–discipline relationship in Indonesian public organizations (Yanti, Wahyuni and Sutiono, 2022). Fadhila and Widarkandi (2022) found that job satisfaction positively predicts work discipline in Indonesian government institutions, yet did not model the mediating mechanism, leaving an important theoretical gap that the present study addresses.

Although previous research has widely discussed the relationship between job satisfaction, organizational commitment, and employee behavior, several research gaps remain. Social Exchange Theory (SET), proposed by Blau (1964), explains that work relationships are a form of reciprocal exchange between the organization and employees, in which employees provide effort, compliance, and commitment in return for organizational benefits such as compensation, recognition, and development opportunities.

Within this framework, job satisfaction reflects employees' evaluation of the benefits they receive from the organization, organizational commitment reflects the internalization of those benefits into psychological attachment, and work discipline serves as the behavioral manifestation of that attachment. Recent research also confirms that SET is a relevant theoretical foundation in explaining commitment and work behavior in both the public and private sectors (Al Halbusi et al., 2021). Job satisfaction is understood as employees' positive affective response to their work (Priyo W., Salahudin and Ramadina, 2024), influenced by the extent to which work fulfills individual expectations and needs (Robbins & Judge, 2023).

Herzberg, Mausner, and Synderman (1959), through Two-Factor Theory, explain that motivator factors such as achievement, recognition, responsibility, and development create intrinsic satisfaction, while hygiene factors such as compensation, working conditions, and supervision prevent dissatisfaction. Various previous studies show that job satisfaction has a positive effect on organizational commitment and employee work

behavior (Hendri, 2019; Winarsih & Fariz, 2021; Dao et al., 2025), while other research finds that job satisfaction also has a direct effect on work discipline in government institutions in Indonesia (Fadhila & Widarkandi, 2022).

On the other hand, Meyer and Allen (1991) explain that organizational commitment consists of affective commitment, continuance commitment, and normative commitment, which form emotional attachment, consideration of the costs of leaving the organization, and a sense of moral obligation to remain in the organization. Organizational commitment has been shown to improve behavioral compliance, work discipline, and other organizational outcomes (Moreno-Menéndez et al., 2025; Jung & Moon, 2024; Eliyana & Ma'arif, 2019). Ritonga (2022) also found that BPJS Ketenagakerjaan employees tend to have high continuance commitment because of employment stability and tenure-based benefits. In addition, work discipline is understood as employees' willingness and awareness to comply with all organizational rules and norms (Hasibuan, 2017), which plays an important role in improving organizational effectiveness and positive work behavior (Azzahra et al., 2019; Junianto, 2023; Darenoh & Kanto, 2025).

Nevertheless, most previous studies have focused on private sector organizations or conventional public institutions, so the context of hybrid public organizations remains relatively underexplored. BPJS Ketenagakerjaan, as a hybrid public organization, has unique characteristics because it combines public service responsibilities, bureaucratic accountability, and an organizational performance orientation, which may create distinct patterns of social exchange, organizational commitment formation, and work discipline compared with public or private organizations. Furthermore, although several studies have examined direct or partial relationships between job satisfaction, organizational commitment, and work discipline (Ingsih et al., 2020; Ikhsan & Siddiq, 2024; Lesmana & Prayogi, 2021; Wijayaningsih, 2025), research that specifically examines organizational commitment as a full mediation mechanism in the relationship between job satisfaction and work discipline in hybrid public organizations in Indonesia remains limited.

Therefore, this research contributes theoretically by extending the application of Social Exchange Theory in explaining social exchange mechanisms in hybrid public organizations and enriching the literature on the mediating role of organizational commitment in shaping work discipline. Practically, this research also provides implications for BPJS Ketenagakerjaan and similar public organizations in designing strategies to improve work discipline through strengthening job satisfaction and organizational commitment.

Thus, this research answers the following research questions: Does job satisfaction have a significant effect on organizational commitment, does job satisfaction have a significant effect on work discipline, does organizational commitment have a significant effect on work discipline, and does organizational commitment mediate the relationship between job satisfaction and work discipline? By integrating Social Exchange Theory, the Two-Factor Theory, and the Three-Component Model within a PLS-SEM framework applied to BPJS Ketenagakerjaan West Java, this study contributes both theoretically and practically to the human resource management literature in Indonesia's hybrid public sector. Figure 1 presents the study's conceptual model, in which job satisfaction is the primary predictor of both organizational commitment and work discipline. This study also hypothesizes that organizational commitment mediates the link between job satisfaction and work discipline.

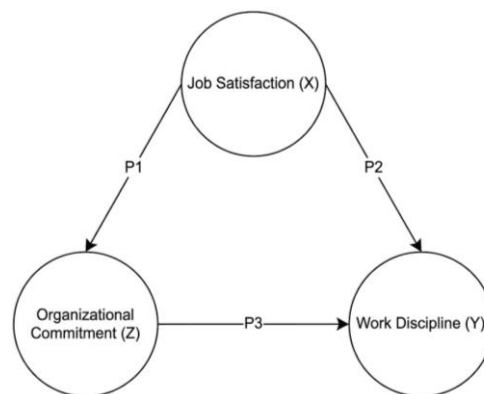


Figure 1. Research model

RESEARCH METHODS

Research Design

This research uses a cross-sectional survey within a quantitative explanatory framework, allowing systematic examination of hypotheses and mediating effects (Creswell & Creswell, 2017), consistent with prior research on satisfaction, commitment, and discipline in Indonesian public organizations (Ikhsan & Siddiq, 2024).

Population and Sample

The study population comprises all 77 active employees of the BPJS Ketenagakerjaan West Java Regional Office and the Bandung Suci Branch Office, two units sharing identical organizational systems, policies, and culture while serving areas of high service demand. Given the small, bounded population, the study used a saturated sampling (census) technique, ensuring full population coverage and eliminating sampling bias (Hair Jr *et al.*, 2021).

Instrument

Data were collected through a structured self-administered questionnaire with a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Job satisfaction was measured across 16 indicators reflecting motivator and hygiene dimensions (Herzberg, Mausner and Synderman, 1959; Winarsih & Fariz, 2021); organizational commitment through 15 indicators covering affective, normative, and continuance components (Meyer & Allen, 1991); and work discipline through 14 indicators covering rule compliance, punctuality, responsibility, and responsiveness to sanctions (Hasibuan, 2017; Darenoh & Kanto, 2025).

Data Analysis

PLS-SEM using SmartPLS 4.0 was selected for its suitability in analyzing predictive models with latent constructs, small-to-moderate sample sizes, and mediation relationships (Hair Jr. *et al.*, 2021). Analysis proceeded in two stages: (1) outer model evaluation: outer loadings ≥ 0.70 , AVE ≥ 0.50 , CR > 0.70 , and the Fornell-Larcker discriminant validity criterion; and (2) inner model evaluation via bootstrapping (5,000 resamples) to assess path coefficients and mediation significance at the 5% level (Preacher & Hayes, 2008).

RESULTS AND DISCUSSION

Respondents' Characteristics

Table 1 presents the demographic profile. The workforce is predominantly female (51.95%), mature (62.34% above 40 years), highly educated (79.22% bachelor's degree), and experienced (70.13% with over 10 years of service). This senior, tenure-heavy profile aligns with Ritonga (2022), who links long-tenured public sector employees to higher continuance and normative commitment driven by accumulated benefits and moral obligation. This context significantly shapes the present study's mediation findings.

Table 1. Characteristics of the respondents

Category	Characteristic	Frequency	Percentage (%)
Gender	Male	37	48.05
	Female	40	51.95
	Total	77	100.00
Age	< 30 years	0	0.00
	31 – 40 years	29	37.66
	>40 years	48	62.34
	Total	77	100.00
Education Level	High School (SLTA)	1	1.30
	Diploma (D3)	2	2.60
	Bachelor's Degree (S1)	61	79.22
	Master's Degree (S2)	13	16.88
	Total	77	100.00
Years of Service	< 5 years	0	0.00
	5 – 10 years	23	29.87
	>10 years	54	70.13
	Total	77	100.00

Measurement Model Assessment

We removed seven indicators (X1, Z30, Y38, Y39, Y43, Y44, Y45) after the initial outer model assessment because their loadings fell below the 0.70 threshold. Table 2 reports the final reliability and convergent validity findings. All composite reliability (CR) values exceed 0.90, and all average variance extracted (AVE) values exceed 0.55, confirming robust internal consistency and convergent validity (Hair Jr *et al.*, 2021).

Table 2. Construct Reliability and Convergent Validity

Construct	CR	AVE
Job Satisfaction (X)	0.961	0.638
Organizational Commitment (Z)	0.962	0.668
Work Discipline (Y)	0.935	0.552

Table 3 shows the Fornell–Larcker criterion used to test discriminant validity. Since the square root of AVE for job satisfaction (0.799), work discipline (0.743), and organizational commitment (0.817) is greater than every correlation between constructs, satisfactory discriminant validity is established (Preacher & Hayes, 2008).

Table 3. Fornell–Larcker Criterion for Discriminant Validity

	X	Y	Z
X	0.799		
Y	0.842	0.743	
Z	0.915	0.881	0.817

Note: Diagonal values (bold) represent the square root of AVE; off-diagonal values represent inter-construct correlations. X = Job Satisfaction; Y = Organizational Commitment; Z = Work Discipline

Table 4 presents bootstrapping results. Job satisfaction has a strong, significant positive effect on organizational commitment ($\beta = 0.915$; $T = 18.629$; $p < 0.001$), supporting H1. This finding corroborates Hendri (2019), who confirmed that satisfied employees develop stronger psychological bonds with their organizations through reciprocal exchange, and is consistent with Dao et al. (2025); Soraya et al. (2024); and Winarsih and Fariz (2021), reinforcing the robustness of the satisfaction–commitment relationship across Indonesian organizational contexts.

The direct effect of job satisfaction on work discipline is non-significant ($\beta = 0.222$; $T = 1.112$; $p = 0.266$), leading to the rejection of H2. This result is seemingly at variance with Fadhila and Widarkandi (2022), who found a direct positive effect of job satisfaction on discipline in Indonesian government institutions. However, Fadhila and Widarkandi's study did not include organizational commitment as a mediating variable, suggesting that their direct effect estimate captures what, in the present study's richer model, is absorbed by the mediator a pattern consistent with the full mediation framework documented by Ikhsan and Siddiq (2024). This comparison demonstrates the added explanatory value of the present study's mediated model.

Organizational commitment positively and significantly influences work discipline ($\beta = 0.678$; $T = 3.737$; $p < 0.001$), supporting H3. Employees with strong commitment internalize organizational values and consistently comply with rules, maintain punctuality, and adhere to procedures. This corroborates Siregar et al. (2019), Park and Lee (2023), and Jung and Moon (2024), who collectively confirmed commitment's central role as a behavioral driver in service-intensive organizations.

Table 4. Coefficient Path and Mediation Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Direct Effects					
X → Y	0.222	0.209	0.1999	1.112	0.266
X → Z	0.915	0.902	0.049	18.629	0.000
Z → Y	0.678	0.675	0.181	3.737	0.000
Indirect Effects					
Job Satisfaction → Organizational Commitment → Work Discipline	0.620	0.610	0.174	3.571	0.000

Note: $P < 0.001$; ns = not significant. X = Job Satisfaction; Z = Organizational Commitment; Y = Work Discipline.

The indirect effect of job satisfaction on work discipline through organizational commitment is statistically significant ($\beta = 0.620$; $T = 3.571$; $p < 0.001$), while its direct effect is not significant ($p = 0.266$). Based on Baron and Kenny (1986) and the bootstrapping-based mediation criteria of Preacher and Hayes (2008), this pattern indicates full mediation; thus, H4 is supported. This full mediation finding shows that job satisfaction alone is not sufficient to produce work discipline directly. Job satisfaction must first translate into psychological attachment to the organization through organizational commitment. When employees feel satisfied with their work, this positive experience can build a sense of belonging, obligation, and attachment to the organization. This internalization process then drives employees to comply with rules, maintain punctuality, and consistently carry out work procedures. Thus, organizational

commitment serves not only as a statistical intervening variable but also a psychological mechanism that explains how satisfaction translates into behavior.

A convergent set of prior studies corroborates the full mediation finding. Ingsih et al. (2020) found identical full mediation of commitment in the satisfaction-discipline relationship, providing the most direct empirical precedent. Ikhsan and Siddiq (2024) documented the same pattern in an Indonesian Islamic school context, while Lesmana and Prayogi (2021) confirmed commitment's mediating function in service organizations. Wijayaningsih (2025) further demonstrated that the commitment-mediation architecture originally tested with performance as the outcome is theoretically and empirically transferable to discipline, as both represent behavioral expressions of the same psychological bond. Together, these studies form a coherent evidentiary foundation for the present study's full mediation finding.

This full mediation is theoretically consistent with Social Exchange Theory (Blau, 1964): job satisfaction activates reciprocal psychological bonding, which is then expressed as disciplined behavioral compliance. Conceptually, job satisfaction does not automatically produce disciplined behavior because it primarily reflects employees' positive evaluation of their work experience. From a Social Exchange Theory perspective, positive work experiences can encourage reciprocity, obligation, identification, and attachment to the organization. This process then drives employees to internalize the organization's values and obligations, converting job satisfaction into organizational commitment, which is subsequently manifested in compliance with rules, punctuality, and consistency in carrying out work procedures. Thus, organizational commitment functions as a psychological mechanism that explains how positive work experiences can translate into disciplined behavior.

The finding that normative and continuance commitment dominate affective commitment also has important implications for the sustainability of employee behavior. Normative commitment drives employees to remain and behave in accordance with the organization because of a sense of obligation. In contrast, continuance commitment relates more to the benefits obtained and the consequences of leaving the organization. Although both forms of commitment can maintain basic compliance with organizational rules, they are not necessarily sufficient to produce adaptive, proactive behavior over the long term. This becomes increasingly important in digital transformation and public service reform, when employees must not only comply with rules but also demonstrate initiative, adaptability, and higher engagement. Therefore, strengthening affective commitment is important to complement the normative and continuance commitment already formed.

It also warrants examination against the organizational paradox: while job satisfaction is very high (86.66%), internal data reveal an average tardiness of 10.8 incidents per employee and an absenteeism rate of approximately 5.2%. This paradox is explicable through the commitment profile: BPJS Ketenagakerjaan West Java employees' commitment is dominated by normative and continuance dimensions (mean score 86.18%) over affective commitment, consistent with Ritonga (2022) and Eliyana and Ma'arif (2019). When commitment is primarily calculative-normative rather than affective, discipline is maintained from obligation rather than intrinsic motivation, producing adequate baseline compliance but limiting proactive disciplinary excellence (Darenoh & Kanto, 2025).

This paradox indicates that organizational effectiveness and behavioral discipline are not always identical. In performance-oriented public organizations, supervisory systems, teamwork, operating procedures, and performance management mechanisms can still maintain organizational targets, even as imperfections in behavioral compliance persist at the individual level. Thus, this finding expands the understanding of work discipline by showing that high organizational performance can occur alongside a relatively moderate level of individual discipline. This condition indicates the importance of distinguishing between the effectiveness of organizational achievement and the consistency of individual disciplined behavior, particularly in public institutions that use performance-based management systems.

Theoretical and Practical Contributions

This study contributes to organizational behavior and HRM scholarship in several ways. Theoretically, it extends the satisfaction-commitment-discipline framework to Indonesia's hybrid public sector, an institutional typology underrepresented in organizational commitment research.

The context of BPJS Ketenagakerjaan as a hybrid public organization is important for understanding how employee commitment forms. This characteristic brings together three organizational demands simultaneously, namely bureaucratic accountability, public service orientation, and performance-based management. Employees must not only comply with administrative procedures and provisions but also provide services to the public and achieve the organization's performance targets. This combination of demands can shape employee commitment through attachment to institutional obligations, public service values, and the achievement of organizational goals. Thus, the hybrid nature of BPJS Ketenagakerjaan is not merely a research context, but an institutional factor that helps explain how job satisfaction translates into commitment and, subsequently, into disciplined behavior.

The full mediation finding advances the literature by demonstrating that organizational commitment is the psychological conversion layer through which satisfaction is translated into behavioral compliance, a mechanism-oriented contribution responding to calls by Aryati (2023); Bermiana and Frinaldi (2023); Insih et al. (2020); and Janah et al. (2023) for mediation-focused research in Southeast Asian public contexts.

Furthermore, this study reconciles the apparent discrepancy between Fadhila and Widarkandi's (2022) finding of a direct satisfaction-discipline effect and the present study's finding of full mediation, showing that including organizational commitment as a mediator reveals a more complete and theoretically accurate picture of the satisfaction-discipline mechanism. This methodological contribution has direct implications for how future researchers model these relationships in public sector contexts.

Practically, three strategic directives emerge. First, discipline-improvement programs must target commitment formation: HR investments must connect to affective commitment-building activities, team cohesion initiatives, social impact communication, and participatory goal-setting. More concretely, this strategy can be carried out through reward and recognition systems for employee contributions, transparent career development, employee involvement in decision-making, activities that strengthen teamwork, routine communication about the social impact of the work, and stronger links between individual contributions and the organization's mission. These practices can help shift attachment from obligation and benefit to a stronger emotional attachment to the organization.

Second, the dominance of normative and continuance over affective commitment signals a developmental gap that requires conversion strategies to help employees internalize the social significance of protecting Indonesian workers. Third, operational discipline metrics must be monitored independently of performance outcome metrics, with targeted HR governance frameworks addressing psychological antecedents of behavioral compliance (Yusana *et al.*, 2024; Darenoh & Kanto, 2025).

Theoretical and Practical Implications

This study extends the job satisfaction–organizational commitment work discipline framework beyond its conventional private-sector origins into the context of Indonesia’s hybrid public sector, demonstrating that the framework retains explanatory power in an organizational environment characterized by the dual pressures of bureaucratic accountability and service performance targets. As shown in the conceptual framework, organizational commitment links job satisfaction and work discipline. The empirical results support this proposed mechanism because the indirect effect is significant, while the direct effect of job satisfaction on work discipline is not. This full mediation finding advances the organizational behavior literature by showing that organizational commitment not only moderates but fully mediates the influence of job satisfaction on work discipline, meaning that satisfaction-based HR interventions that bypass commitment formation are unlikely to produce sustainable disciplinary outcomes. This contribution responds to calls for context-specific, mechanism-oriented research on organizational commitment in Southeast Asian public sector organizations, where the interplay of cultural, institutional, and economic factors produces commitment profiles that differ substantially from those documented in Western private-sector literature (Blau, 1964; Meyer & Allen, 1991).

For organizational leaders and HR policymakers operating within BPJS Ketenagakerjaan and structurally similar institutions, these findings yield three actionable strategic directives. First, efforts to improve work discipline must be routed through commitment-building mechanisms rather than satisfaction-enhancement alone; HR programs should therefore be designed not merely to increase employee satisfaction scores, but to ensure that satisfaction experiences are systematically internalized as emotional and normative attachment to the organization. Second, the relatively low affective commitment observed among employees despite high overall commitment scores signals a critical developmental gap that organizational leaders should address through initiatives that strengthen employees’ sense of belonging, organizational pride, and personal identification with the institution’s social mission of protecting Indonesian workers. Third, given that continuance commitment driven by job stability, accumulated tenure, and economic benefits currently constitutes a primary retention mechanism, organizational leaders are advised to treat this as a transitional rather than terminal commitment state, and to invest deliberately in converting calculative retention into affective loyalty as a prerequisite for generating higher-order disciplinary behavior that is self-motivated rather than obligation-driven.

Limitations and Future Research

This research has various shortcomings that highlight paths for further exploration. First, the cross-sectional research design precludes causal inference, and longitudinal studies would provide stronger evidence of the temporal dynamics through which job satisfaction shapes organizational commitment and, subsequently, work discipline over time, particularly in the context of BPJS Ketenagakerjaan’s ongoing post-pandemic digital

transformation. Second, the sample was drawn exclusively from two organizational units within the West Java Regional Office, namely the Regional Office itself and the Bandung Suci Branch Office, comprising a total population of 77 employees. While census sampling ensures full population coverage within these units, it limits the generalizability of the findings to other regional or branch offices of BPJS Ketenagakerjaan across Indonesia, as well as to other hybrid public sector organizations operating under different institutional and cultural conditions.

Future research should replicate this study across multiple regional offices or conduct comparative analyses between BPJS Ketenagakerjaan units and other similar public institutions to examine whether the full mediation pattern identified here holds across different organizational contexts. Third, the measurement of all three variables relied on employee self-report questionnaires administered via Likert-scale instruments, which introduces the possibility of common method bias and social desirability effects, a concern that is particularly pertinent for work discipline, where respondents may systematically overestimate their own disciplinary behavior. Future studies should consider incorporating objective behavioral indicators such as attendance records, performance appraisal scores, and supervisor evaluations as complementary data sources to triangulate self-reported findings. Fourth, future research may benefit from extending the model by incorporating additional moderating or mediating variables such as transformational leadership style, organizational culture, work-life balance, or digital work environment quality that may condition the strength and nature of the job satisfaction–commitment–discipline relationships identified in the present study.

CONCLUSION AND RECOMMENDATIONS

These findings show that organizational commitment is a crucial intervening factor between job satisfaction and work discipline for staff at the BPJS Ketenagakerjaan West Java Regional Office. However, the way this contribution operates presents significant complexities for theory and practice. Organizational commitment emerges as the critical intervening mechanism through which job satisfaction influences work discipline, with the direct path from job satisfaction to work discipline remaining statistically non-significant. This full mediation finding confirms that job satisfaction, while necessary, is insufficient on its own to improve work discipline; its effect on disciplinary behavior depends entirely on the extent to which satisfaction experiences convert into organizational commitment.

By contrast, job satisfaction does not have a statistically significant direct effect on work discipline in this organizational context. This finding does not imply that job satisfaction is inconsequential; rather, it shows that satisfaction contributes to discipline only through organizational commitment as an intervening psychological state. When BPJS Ketenagakerjaan successfully converts employee satisfaction into meaningful organizational commitment, it achieves significant, positive improvements in work discipline. Without this commitment-mediated conversion, the disciplinary benefits of investments in employee satisfaction remain latent and unobservable at the behavioral level a dynamic that helps explain the organizational paradox observed in the present study, wherein high organizational performance coexists with suboptimal operational discipline indicators.

Organizational commitment, uniquely in this model, operates as the sole and complete mediating bridge between job satisfaction and work discipline. However, the

employee commitment profile observed at BPJS Ketenagakerjaan West Java Regional Office is dominated by normative and continuance commitment rather than affective commitment, indicating that disciplinary behavior is currently sustained more by moral obligation and economic calculation than by genuine emotional attachment to the organization. This profile, while sufficient to maintain baseline disciplinary standards, limits the organization's capacity to cultivate higher-order, intrinsically motivated discipline. Collectively, these findings confirm that job satisfaction, organizational commitment, and work discipline are dynamically interrelated constructs, not uniformly or always through direct pathways, with organizational commitment serving as the critical mechanism through which satisfaction-based investments ultimately translate into observable disciplinary outcomes. University leaders, HR practitioners, and policymakers are therefore advised to treat organizational commitment not as a peripheral HR outcome, but as the central strategic lever linking employee satisfaction management to sustainable improvements in workforce discipline and service delivery quality across Indonesia's hybrid public sector institutions.

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