

The Impact of Role Conflict, Extrinsic Motivation and Work Life Balance on Work Discipline of Civil Servants with Organizational Commitment as an Intervening Variable: Empirical Study on Civil Servants of Muara Enim Regency

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Abstract

The study investigated the impact of role conflict, extrinsic motivation, work-life balance, and organizational commitment on Civil Servants' (PNS) work discipline. It employed a quantitative method, with a population of 5,798 and a sample of 374 respondents. The data was processed and analyzed using SEM Amos. This study highlights the importance of managing role conflict, providing appropriate extrinsic motivation, and maintaining a balanced work-life balance to enhance employee commitment and work discipline. Organizational efforts to create an environment that supports work and personal life and offers suitable rewards will positively impact employee productivity and loyalty.

Keywords: role conflict, extrinsic motivation, work-life balance, organizational commitment, work discipline

1. Introduction

Indonesia is one of the developing countries today with abundant natural and human resources. However, along with ample resources, not all of these resources can be adequately absorbed. The problem currently faced by Indonesia is the low quality of human resources. Although the number of human resources in Indonesia is enormous, the quality of these human resources is not comparable to developed countries. The main challenge is how to create human resources that can produce optimal performance to achieve the goals of a company or organization. Individuals strive to obtain, maintain, and protect valuable resources (Halbesleben et al., 2014; Hobfoll et al., 2018). Valuable resources refer to resources that help achieve personal goals (Hobfoll et al., 2018; Orduna-Nocito & Sánchez-García, 2022)

Human Resources (HR) are an important asset in an organization because they drive other resources. The success of an organization will be determined by its human resources. The vital role of human resources makes every organization pay special attention to the human resources it has, in this case, employees, on an ongoing basis. The work results of its employees will influence the success of the organization, and in order to improve the quality of employee performance, it is necessary to have practical management activities for the benefit of employees (Jufrizen & Rahmadhani, 2020). In addition, an employee is also required to be able to compete. Dual role conflict is a form of conflict between roles, where roles in work and family conflict, namely carrying out roles in work, becomes more difficult because of carrying out roles in the family. Role conflict is a form of conflict between roles that affects work

discipline, where roles in work and family conflict, namely carrying out roles in work, becomes more difficult because of carrying out roles in the family (Soeharto et al., 2022). Shifts that can increase responsibilities at home and work, making it more challenging to maintain a balance between these two interrelated areas, which can result in increased psychological stress and lack of harmony between employees and superiors, for example, poor human relations between leaders and subordinates, so that employees become lazy to work because they feel rushed by (Noppeney et al., 2022) leaders. Their performance does not match what is expected from an organization. This psychological stress interferes with employees, preventing them from doing their best. Milliana et al. (2023) argue that significant work events, such as role conflict, where workers feel that the situation is unfair or threatens their economic or social well-being, cause stress, negative emotions, and affective states. According to the authors, this predicts counterproductive behavior such as reduced effort, deliberate misconduct, verbal and physical abuse, and theft. (Lara, 2022; Okhankhuele, 2022; Sarwar et al., 2021) Relation to employee productivity and performance. According to Fleisch et al. (2021), employees who are more satisfied with WFP will have higher job satisfaction and performance levels. Work-life Balance or Work-life balance is an individual's ability to align personal and family needs with work demands. A person can align two roles of responsibility and work demands well in an organization/company or outside the company. A sense of enjoyment, achievement, and control of daily activities about the extent to which individuals are involved and equally satisfied with the time and psychological attachment to their roles in personal and work life (Pickett & Pickett, 2018). The sense of satisfaction that a person feels when their roles at home and work run with minimal conflict is a picture of the application of work-life balance, according to (Hasan et al., 2021). It is essential for a person's personal life and the company if both roles in or outside the organization run with minimal conflict in work life or outside work. (Waworuntu et al., 2022) stated that several indicators are used: Time balance, Engagement balance, and Satisfaction balance.

Two types of role conflict include intra-role conflict and inter-role conflict. Intra-role conflict refers to a person's conflict due to increased mental stress and pressure due to conflicting expectations and demands from one life domain (Okhankhuele, 2022). For example, tension at work due to multiple responsibilities can be considered a result of intra-role conflict. Another type of role conflict is inter-role conflict that a person faces due to conflicting demands from different life domains (Noppeney et al., 2022). For example, an employee's inability to be a good parent or spouse due to the demands of professional life can be considered an inter-role conflict that may cause them to quit their job (Lee & Lee, 2021). Both work and family roles can be determined by the obligations placed on the individual by coworkers and family members and the values that a person holds regarding work and family role behavior. When work and family needs clash, it is easy to believe that the workplace interferes with family happiness and enjoyment (Randolph-Koranteng, 2023). Role conflict can also arise when family problems interfere with work happiness and performance. Dividing time between work and family (dual roles) can lead to inter-role conflict because these responsibilities can drain each other's resources (Waworuntu et al., 2022). In order to fulfill the needs of one job, the expectations of the other role are neglected. If family responsibilities come after work, family tension can reduce the ability to fulfill job functions (Soelton et al., 2020). Role tension can be described as the tension experienced by a person when he or she faces competing demands in a particular role and feels challenged to perform according to role expectations (Dodanwala et

al., 2021). Inter-role conflict can occur for various reasons, but role ambiguity is reported to be a common reason people experience role conflict at work (Hasan et al., 2021). Role ambiguity is when an employee lacks awareness of their job-related duties (Kutieshat & Farmanesh, 2022)

Several studies have shown that employees whose performance does not meet employer expectations usually do not understand their responsibilities at work. Such role ambiguity is reported to be mainly the result of miscommunication. Role ambiguity can be addressed through clear communication about job responsibilities and tasks (Ponsford et al., 2016). Role conflict can also occur due to employees' failure to manage work and family equally (outside of work) obligations (Sarwar et al., 2021). Such conflict may indicate that an employee's work duties interfere with the happiness and success of his or her personal life or that his or her personal life interferes with his or her personal life. The concept of "role conflict" defines a type of internal conflict in which the obligations of work and family roles conflict to some degree, making it challenging to fulfill the requirements in one area and to fulfill them in the other (Khattak, 2022). Both work and family roles can be determined by the obligations imposed on an individual by coworkers and family members and the values one holds regarding work and family role behavior. When work and family needs clash, it is easy to believe that the workplace interferes with family happiness and enjoyment (I. Fúnez-Flores et al., 2022). As a result, there is still a gap in theoretical understanding regarding how task conflict is related to extra-role performance. Referring to the conservation of resources theory (Halbesleben et al., 2014; Hobfoll et al., 2018), task conflict may impact employee intrinsic motivation. In other words, task conflict may affect extra-role performance because employees may base their level of engagement on coworkers. According to (Javed et al., 2014), ambiguity in prioritizing two conflicting tasks is called role conflict. In addition to role conflict, motivation is an important factor for employee discipline. One of them is extrinsic motivation, which is work motivation that comes from outside the employee as an individual who demands himself to be able to carry out work with the fulfillment of work infrastructure, wages, benefits, and also work safety (Siagian, 2022).

2. Literature Review

In organizational life, providing motivation is very important as an encouragement or a driving force that creates—indicators of responsibility in doing work. Extrinsic motivation is work motivation that comes from outside the employee as an individual who demands himself to be able to carry out work with the fulfillment of work infrastructure, wages, benefits, and work safety (Haudi et al., 2022). Motivation is an energy that can move oneself or direct employees to achieve organizational goals (Milliana et al., 2023; Octorend, 2022). Intrinsic motivation is an action taken to do specific work determined by oneself, which refers to the individual's assessment of competence and inner pleasure (Fischer et al., 2019). Motivation is a drive that refers to the psychological strength of an individual to determine their behavior, level of effort, and perseverance in facing obstacles or work (Deci & Ryan, 2000). Motivation is divided into intrinsic and extrinsic (Deci & Ryan, 2000). Intrinsic motivation factors are the work, progress, responsibility, appreciation, and achievement (Latifa, 2015). Salary Indicator, lack of salary to meet daily needs, and transformation to the workplace. The attention and support of the leadership are still felt to be lacking, such as the insufficient availability of official housing, which indicates that there are no adequate facilities so that many do not live in their work area so that when needed immediately by the leadership to carry out sudden tasks, they cannot do it

because they do not live in the work area. The company policy that is achieved is not targeted to increase every year so that employees can still work relaxed even though their work targets are not realized according to the targets set by the company. Motivation, as a force that drives someone to take action or not, is essentially internal and external, which can be positive or negative to direct it depending on the toughness of the leadership. When employees' extrinsic motivation is high, employee performance will be high, and vice versa. Employee performance will also be low if motivation is low (Febriani & Prayekti, 2021). Muzkhikov's research (2018) applied extrinsic and intrinsic motivation among employees (Muzhikov et al., 2018). The mediating role of employee engagement is supported. Pudjiarti et al.'s research (2021) found that management commitment can increase work motivation. This study provides that theoretical development can increase work motivation. This study provides that theoretical development can improve ranking and competitiveness through teamwork. A person's work enthusiasm is so that they are willing to work together, work effectively, and integrate all their efforts to achieve the expected performance. (Pudjiarti et al., 2022). Researchers have found that this contributes to the influence and motivation of individuals in the so-called weekend effect (Sotak & Boyer, 2022). Therefore, the dynamic motivational relationship can include a weekly cycle. In addition to the direct relationship between Intrinsic and Extrinsic Motivation, they can also interact (Gong et al., 2017). Working condition indicators show that there is still a lack of self-development, especially in providing education and training to all employees; this is due to limited education and training budgets and the busyness of employees who do not have time to develop themselves by attending education and training and the ability to act on their work, not a few have to ask their colleagues about the work they do, even not a few who face their leaders. The Quality Supervisor indicator shows that the lack of supervision of independence in acting is proven by the fact that some still depend on their superiors, so even the most minor things still have to act in consultation with their superiors. Interpersonal relations influenced by the group work environment, especially co-worker relationships, are still problematic. There is still jealousy between employees about the division of tasks and others. Smooth communication between one person and another causes boredom and work fatigue, which will result in high and low work effectiveness and productivity; an employee's motivation affects the activities that the employee will carry out to meet the achievements that will be obtained.

The previous two decades have seen an increased interest in work-life balance, which has recently become an important symbol of a person's well-being and happiness. An imbalance in work-family relationships can lead to health problems and reduce performance outcomes in the workplace. (Gong et al., 2017; Hausberg & Spaeth, 2020). Work-life Balance or Work-life balance is an individual's ability to align personal and family needs with work demands. A person can align two roles of responsibility and work demands well in an organization/company or outside the company (Pramanda Putra et al., 2023). A sense of enjoyment, achievement, and control of daily activities about the extent to which individuals are involved and equally satisfied with time and psychological attachment to their personal and work roles (Wuarlima et al., 2019). The sense of satisfaction someone feels when their roles at home and at work run with minimal conflict is a picture of the application of work-life balance (Rene & Wahyuni, 2018). It is essential for a person's personal life and the company if both roles in or outside the organization run smoothly with minimal conflict in work life or outside of work. Ricardianto et al. (2020) stated that several indicators are used: Time balance, Engagement balance, and

Satisfaction balance. (Ricardianto et al., 2023).

Work-life balance (WLB) refers to the lack of balance between a person's career and other life roles, such as uneven time division between work and family. Good communication with coworkers is also important in maintaining this balance (Eisenkopf, 2020). With work-life balance, an organization will get motivation and impact sound and increase organizational commitment and creativity. Then, in implementing this concept, it is not only separated from the organization but also needs support from other parties. The role of work is a unique position given to someone who has specific responsibilities. This is done to maintain an organization's performance to continue to have good quality. Work-life balance includes a balance between two completely separate roles carried out by a person, namely the work role and the family role or personal life role, and to the holder of both roles brings satisfaction (Reiche et al., 2011) Megaster et al., (2021) work-life balance is described as standing with both hands outstretched on both sides, work life on one side is balanced with personal life on the other side or a series of scales with career on one side and personal on the other side and can make both balance each other. (Arumningtyas & Trisafidaningsih, 2021). According to Kakul & Khan (2019), female employees are more affected by their personal lives than male employees in Oman, Spain, and America. However, the nature of the job and the work environment play an important role in balancing work and life. Currently, work-life balance is something that every company needs to pay attention to. The quality of work-life balance in each employee can affect the contribution and quality of employee work in the workplace. (Javed et al., 2014).

Wismawan's research (2022) states that Work life balance can increase work productivity. Work-life balance is when a person feels the same involvement and satisfaction in work and personal life (Journal et al., 2022; Wismawan & Luturlean, 2022). Someone who can balance life at work with outside work can create more productive work so that it will not cause problems for the company. In line with this understanding, in their research, Marietta et al. (2022) stated that Work-Life Balance is important for every employee so that every employee has a balanced quality of life, both in the work environment and outside of work. If employees cannot balance their personal lives with their work lives, it will be difficult to manage tasks at work, which will impact decreasing work discipline. (Maretta et al., 2022). Of course, this work-life balance dramatically affects the work discipline of civil servants. It impacts commitment, where the benefits of the Work-Life Balance program for companies, according to Berberoglu (2018), include reducing employee absenteeism and lateness, increasing employee productivity, and creating employee commitment and loyalty. Commitment is a connection that connects employees to their organization because employees are more willing to make extra efforts to achieve their tasks and become less absent from their tasks, which results in involvement in organizational employee behavior. and ultimately, knowledge of commitment has the power to influence the will and decision to engage in specific actions (Berberoglu, 2018)

In general, employees are much more emotionally committed to doing their jobs well and are more focused on achieving organizational goals if they consider their leaders authentic. Organizational commitment is a sense of psychological attachment of an employee to an organization whose strength depends on the level of employee involvement, loyalty, and belief in organizational values (Oktaviano & Choirullah, 2022). Organizational commitment is divided into three: affective commitment, continuance commitment, and normative

commitment (Ruyani et al., 2021). Affective commitment is a strength that employees have when working in an organization because they are willing and desire to do the job (Lee & Lee, 2021). Meanwhile, affective commitment is a strong desire to stay in the job and be bound to follow and participate in activities in the organization. (Athar, 2020)

3. Research Method

The scope of this study is Civil Servants in Muara Enim Regency. The initial stage in data collection is to interview several civil servants who will be studied. The data obtained in groups according to work units is then added to the entire population, and the number of research samples is determined. Furthermore, the preparation of research instruments is based on the dimensions of the variables described by the indicators and described in statement items. The measurement instruments compiled are consulted with the promoter and co-promoter to ensure that the instrument is feasible or not to use. After that, a pre-test and revision are carried out if the questionnaire is not yet valid and reliable. In the final step, valid and reliable questionnaires were used as 91 research instruments, and data collection was carried out online with the help of Google Forms. The collection technique is by distributing questionnaires to 374 respondents who have civil servant status in Muara Enim and have worked for more than 5 years. This study uses a quantitative approach where quantitative analysis aims to test the influence of each exogenous latent construct (variable) on the endogenous construct and to determine the relationship between exogenous latent constructs. The elements in this research population are all Civil Servants in Muara Enim Regency. Given the large number of Civil Servants in Muara Enim Regency, which is 5,798 people, this study will determine the target population. In this study, the sample used was employees who work as ASN/PNS and have worked for more than 5 years, totaling 374 spreads across 25 Agencies/OPDs categorized as "Good" in Muara Enim Regency. The measurement of this research variable uses a Likert scale.

The independent variables are role conflict (X1), extrinsic motivation (X2), work life balance (X3), organizational commitment (Z), while the dependent variable is work discipline (Y). The dimensions of work discipline are punctuality, obedience to company regulations, and responsibility. Indicators of punctuality, obedience to company regulations, and responsibility are arriving on time to work because attendance is very important, always going home from the office according to the predetermined working hours, having carried out tasks professionally, proportionally, and by the established work procedures, being able to adapt to work procedures such as when carrying out guard duty for 12 hours, applicable procedures, being able to work together with co-workers and always helping co-workers in completing tasks in the field, completing official duties according to the predetermined time. The dimensions of role conflict are working in two or more groups that do it differently, ignoring rules and policies, being asked to do several conflicting jobs, doing things that are unacceptable to others, doing things that do not have to be done as usual, material and resource support, human resource support. The indicators of the dimensions of role conflict are carrying out activities, working in two or more work teams with different working methods, violating company regulations or policies to be able to carry out an assignment, receiving assignments from two or more seniors who are in conflict with each other in principle, carrying out tasks that must be done outside the usual assignment, doing work in unnecessary assignments, receiving assignments without sufficient resources, receiving assignments without being supported by adequate resources such as less competent co-workers.

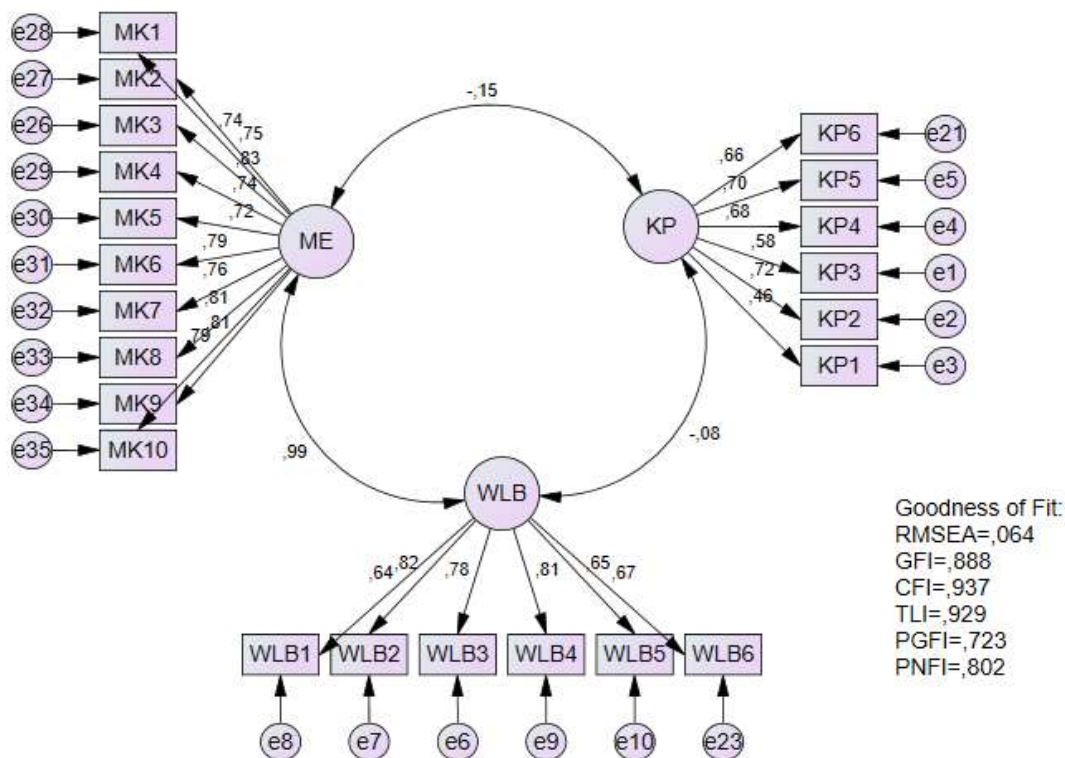
The dimensions of extrinsic motivation are salary, interpersonal relationships, working conditions, company policies, and quality of supervision. The indicators of the extrinsic motivation dimension are salary that is by the workload, additional salary or incentives according to achievement, relationships between each employee, work environment, superior and subordinate relationships, work safety and security, working hours, policies implemented by leaders are by company standards, working by applicable SOPs, company administration systems, supervision by the company.

The dimensions of work-life balance are time balance, involvement balance, and satisfaction balance, and indicators of these dimensions are the ability to divide time and family, have time to do hobbies, division of work and family involvement, mutual support for work and family roles, happy with work and family roles, sad with work and family roles. The dimensions of organizational commitment are affective commitment, ongoing commitment, and normative commitment, with indicators of these dimensions being positive emotional ties to employees towards the organization where they work, the passion or desire of employees effectively that strongly links themselves to the goals of the organization, an ongoing commitment which is a component of the need to gain or lose in the organization, gain and loss that may occur if someone is in or leaves an organization, an individual who continues to work and becomes an organization because of a sense of moral obligation, this feeling comes from a disturbance to the individual before and after becoming a member of the organization.

The research analysis technique used in this study is structural equation modeling (SEM). The SEM method continues path analysis and multiple regression, which are both forms of multivariate analysis (Purwanto et al., 2023). The initial step to be fulfilled when processing and analyzing data is conducting an instrument quality test. This study uses a confirmatory factor analysis (CFA) instrument quality test. Confirmatory factor analysis (CFA) tests the multidimensionality and validity of a theoretical construct. The Analysis Of Moment Structure (AMOS) program is known to have at least two analysis models to test the multidimensionality and validity of a research construct, namely first-order CFA and second-order CFA (Ghozali, 2018). Exogenous and endogenous constructs are categorized as unidimensional constructs, so the study will focus on using a measurement model with first-order CFA. The essence of Confirmatory Factor Analysis (CFA) is to test the validity of the proposed theoretical construct. Construct validity is generally carried out to measure how far the construct indicators can reflect their theoretical latent constructs.

4. Findings and Discussions

The data normality test shows that the univariate results of the normality test show that the data in this study have a kurtosis value that is in the range of -3 to 3, and the kurtosis value is in the range of -7 to 7. The multivariate cr value is 2.501, between the range of -2.58 - 2.58. So, the data in this study is usually distributed. Confirmatory Factor Analysis was tested using the Goodness of Fit Index. The GOFI (Goodness of Fit Index) criteria are in 3 criteria: absolute fit indices, incremental fit indices, and parsimony fit indices. The three types of GOFI have 25 criteria in total, but according to Hair et al. (2010), in the SEM-Amos analysis, all criteria are not required to be met; 4-5 criteria are sufficient as long as there are criteria that represent the three types of GOFI criteria. (Hair et al., 2014).



In testing the goodness of fit, three stages of testing were carried out, namely the stage of testing the exogenous research variables consisting of three exogenous variables, namely motivation, WLB, and role conflict. The second stage is testing the GOF on the endogenous research variables, which consist of two variables, namely organizational commitment and work discipline.

Table 1. Goodness Of Fit Confirmatory Analysis

Fit Index	Goodness of Fit	Criteria	Cut-off value	Note
Absolute Fit	RMSEA	≤ 0.08	0,064	Fit
	GFI	≥ 0.90	0,884	Marginal Fit
Incremental Fit	CFI	≥ 0.90	0,937	Fit
	TLI	≥ 0.90	0,929	Fit
Parsimony Fit	PGFI	≥ 0.60	0,723	Fit
	PNFI	≥ 0.60	0,802	Fit

After modification by providing a covariance line based on the modification index table, the goodness of fit test results on the exogenous variables show that all criteria have been fit except for GFI, which is still classified as marginal fit. Hair et al. (2014) show that the marginal fit value is still accepted in the study, so the exogenous variables in this study have been declared to meet the goodness of fit requirements.

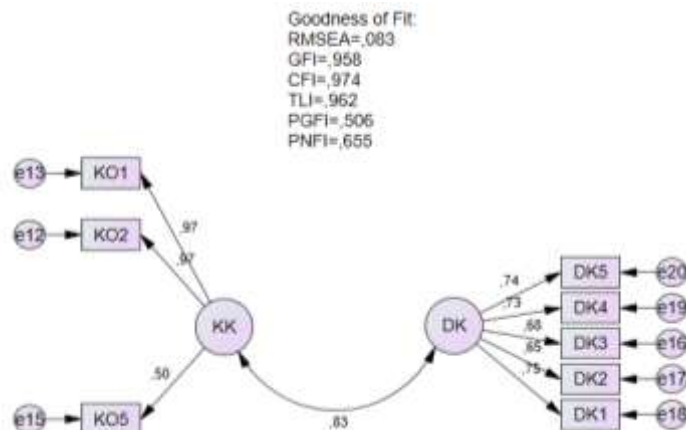
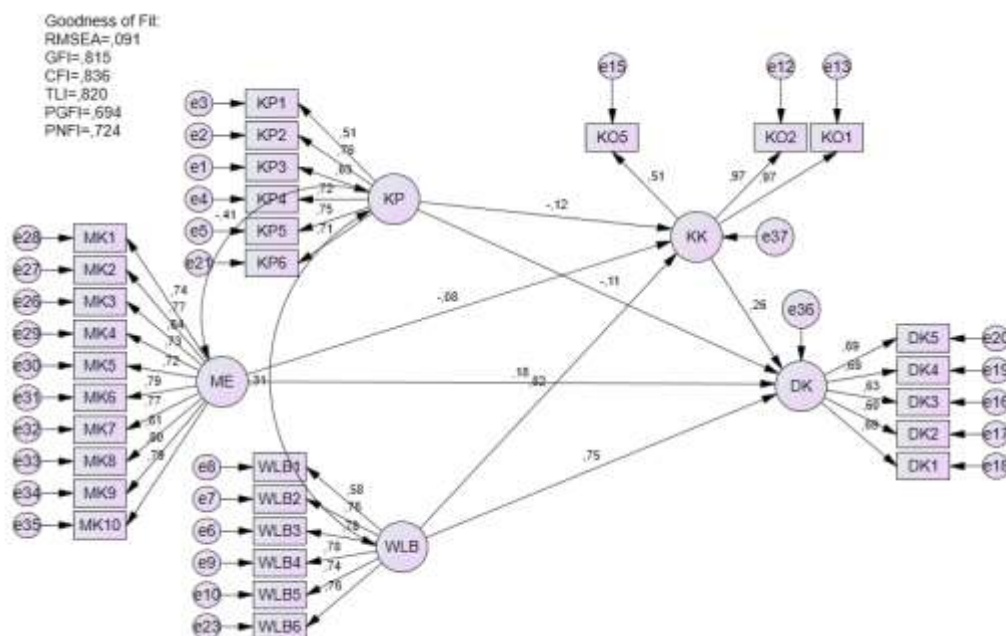


Table 2. Goodness of Fit Confirmatory Analysis

Fit Indeks	Goodness of Fit	Criteria	Cut-off value	Notes
Absolute Fit	RMSEA	≤ 0.08	0,083	Marginal Fit
	GFI	≥ 0.90	0,958	Fit
Incremental Fit	CFI	≥ 0.90	0,974	Fit
	TLI	≥ 0.90	0,962	Fit
Parsimony Fit	PGFI	≥ 0.60	0,506	Marginal Fit
	PNFI	≥ 0.60	0,655	Fit

The goodness of fit test results on exogenous variables indicates that all criteria have been fit. These results suggest that the endogenous variables of this study have met the goodness of fit criteria. Next is a goodness of fit analysis on this study's entire or final model.

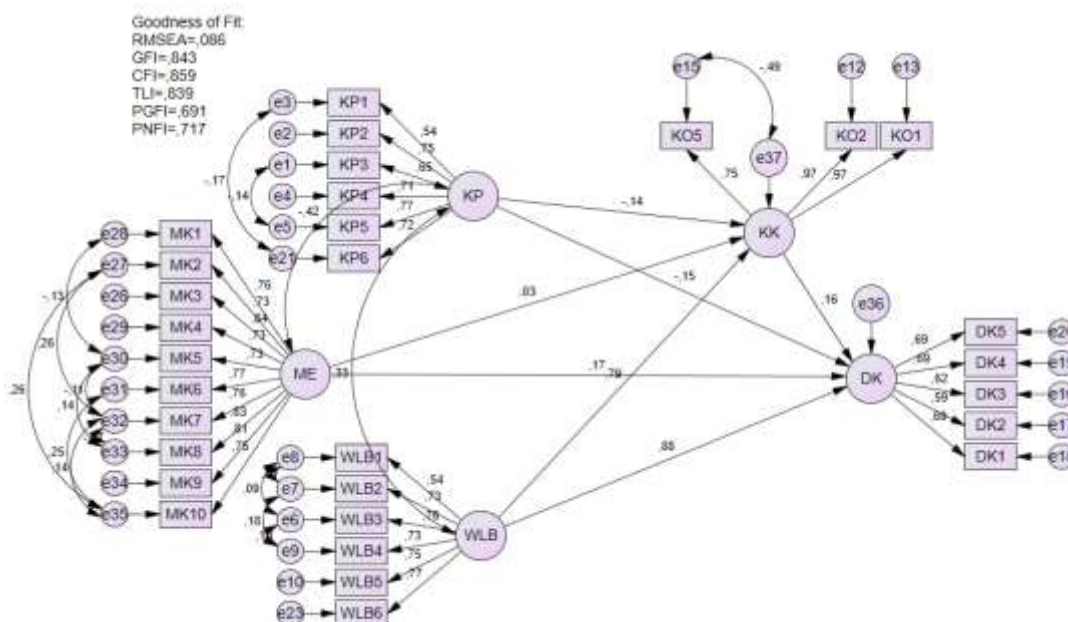


This study uses several criteria from each type of GOFI, namely RMSEA and GFI representing absolute fit indices, CFI and TLI representing incremental fit indices, then PGFI and PNFI representing parsimony fit indices.

Table 3. Goodness of Fit Confirmatory Analysis

Fit Index	Goodness of Fit	Criteria	Cut-off value	Notes
Absolute Fit	RMSEA	≤ 0.08	0,091	Tidak Fit
	GFI	≥ 0.90	0,815	Marginal Fit
Incremental Fit	CFI	≥ 0.90	0,836	Marginal Fit
	TLI	≥ 0.90	0,820	Marginal Fit
Parsimony Fit	PGFI	≥ 0.60	0,694	Fit
	PNFI	≥ 0.60	0,724	Fit

The results of the goodness of fit test in the table above show that there is still 1 criterion that is not fit. Therefore, to increase the GOF value, it is necessary to modify the model that refers to the modification index table by providing a covariance relationship that has a high MI (Modification Index) value.



Role Conflict Affects Organizational Commitment. The study results show that role conflict significantly affects the organizational commitment of Civil Servants (PNS) in Muara Enim Regency. A p-value of less than 0.05 indicates that the higher the role conflict felt by PNS, the lower their commitment to the organization. Role conflict occurs when an employee experiences ambiguity in job responsibilities or when faced with conflicting job demands. This misalignment impacts decreasing employee emotional involvement with the organization, ultimately reducing their loyalty and commitment. These results are supported by several previous studies, namely Saboo (2019; Pickett & Pickett, 2018; Okhankhuele, 2022), which also emphasize that role conflict impacts the company. Sahoo (2019) found that women suffer more stress and show lower job satisfaction than men, which triggers decreased organizational commitment. Then, Pickett and Pickett (2018) emphasized that conflict in the workplace reduces employee commitment to work.

Role Conflict Affects Work Discipline. The study also shows that role conflict significantly negatively affects the work discipline of civil servants in Muara Enim Regency. When civil servants face role conflict, they tend to be less disciplined in carrying out their duties and

responsibilities. This happens because role conflict can create confusion and ambiguity in tasks, leading to decreased performance and discipline at work. Poor work discipline can impact the quality of public services provided by civil servants. Based on the results of previous studies, as expressed by Saboo (2019), Pickett & Pickett (2018), and Okhankhuele (2022), role conflict can cause stress that hurts job satisfaction. Saboo (2019) found that women tend to experience more stress due to role conflict than men, which leads to decreased job satisfaction and commitment to the organization. In addition, Pickett and Pickett (2018) emphasized that conflicts that occur in the workplace, both between individuals and between groups, can reduce employee commitment to carrying out their duties. Unresolved role conflicts will affect work discipline, where employees may become less motivated to comply with organizational rules and standards. This accumulation of stress and dissatisfaction can lead to a decline in the quality of employee performance and productivity, ultimately harming the company.

Extrinsic Motivation Has No Effect on Organizational Commitment. The analysis's results showed that extrinsic motivation did not significantly affect civil servant organizational commitment. Although factors such as salary, incentives, and job security are important, they are not enough to increase employees' emotional attachment to the organization. Extrinsic motivation focuses more on the physical aspects of work and often does not affect employees' emotional connection to the organization. The results of this study differ from the findings by Siagian (2022; Mangkunegara & Octorend, 2022). According to Siagian (2022), fulfilling these external needs makes employees feel appreciated and cared for, motivating them to contribute optimally to the company's goals. When employees feel that the organization provides rewards commensurate with their efforts, commitment to the organization will increase, which ultimately positively affects loyalty and work productivity (Mangkunegara & Octorend, 2022). This extrinsic motivation, as Riley (2016) expressed, helps organizations retain high-performing employees and create a more stable and sustainable work environment. (Riley, 2016). These results imply that organizations must pay attention to intrinsic motivation, such as providing awards for achievement and self-development opportunities, to strengthen organizational commitment. Organizations need to integrate development programs that support civil servant career growth to feel more connected to the organization's vision and mission, not just to material rewards.

Extrinsic Motivation Affects Work Discipline. Research has found that extrinsic motivation positively affects civil servant work discipline. Financial incentives, fair salaries, and a comfortable work environment encourage civil servants to work more disciplined. This is based on motivation theory, which states that external rewards can increase compliance with organizational regulations and procedures. When employees feel that their rewards are for their efforts, they are more likely to work consistently and on time. When organizations provide supportive work infrastructure, benefits, and safe and comfortable working conditions, employees tend to comply more with the rules and standards. With these external needs met, employees feel encouraged to work with high discipline, complete tasks on time, and comply with company policies, as explained by Ryan & Deci (2020). This motivation drives employees to maintain a good work ethic and be responsible in carrying out their duties. Siagian (2022) also emphasized that the right extrinsic motivation can minimize role conflict and increase compliance with work rules, ultimately strengthening the culture of discipline in the organization.

Work-Life Balance Affects Organizational Commitment. The results of this study indicate that Work-Life Balance (WLB) positively affects organizational commitment. This means that when civil servants feel they balance work and personal life, they are more likely to have a strong commitment to the organization. A good work-life balance makes employees happier and more productive, naturally increasing their emotional attachment and loyalty to the workplace.

Work-Life Balance Affects Work Discipline. This study also found that work-life balance positively affects civil servant work discipline. Employees with a good balance between work and personal life tend to be more disciplined in carrying out their duties. This balance helps them manage their time and energy more effectively to work more productively and consistently. The results of this study align with the findings of Latupapua (2021), who emphasized that an individual's ability to align roles at home and work will minimize conflict, increasing job satisfaction and commitment to the organization. Wuarlima et al. (2019) stated that this balance allows employees to be more psychologically involved in both roles without feeling burdened so that they can contribute more productively. Ricardianto et al. (2020) also emphasized that balance indicators such as time balance, engagement, and satisfaction support employees' long-term commitment to the organization.

5. Conclusion

Based on the results of the research that have been analyzed, several main conclusions can be drawn regarding the influence of role conflict, extrinsic motivation, work-life balance, and organizational commitment on the work discipline of Civil Servants (PNS): (1) Influence of Role Conflict: Role conflict has been proven to negatively affect organizational commitment and work discipline. Employees who face the pressure of role conflict tend to have a lower commitment to the organization and show undisciplined work behavior. This conflict causes stress and difficulty meeting expectations both at work and in personal life, which ultimately reduces employee productivity and engagement. (2) 2. Extrinsic Motivation: Extrinsic motivation, such as wages, benefits, and financial rewards, does not significantly affect organizational commitment. However, extrinsic motivation has a positive impact on work discipline, as employees who are given incentives are more likely to work in a disciplined manner and comply with organizational rules. (3) Work-Life Balance (WLB): Work-life balance increases organizational commitment and work discipline. Employees who can balance work and personal life are more committed to the organization and show more disciplined work behavior. Good WLB helps employees feel more satisfied and involved in their work. (4) Influence of Organizational Commitment: Organizational commitment has been proven to affect work discipline positively. Employees with high emotional attachment and loyalty to the organization are likelier to work with discipline and follow existing rules. This commitment is an important factor in ensuring consistent performance and high productivity in the work environment. 5. Indirect Influence: Role conflict indirectly affects work discipline through organizational commitment. When role conflict decreases commitment, work discipline will also decrease. On the other hand, extrinsic motivation does not indirectly affect discipline through commitment. Conversely, work-life balance indirectly affects discipline through increasing organizational commitment.

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