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## The Effect of Integrity and Supervision on Work Discipline with Organizational Commitment as Mediator on Generation Z Police Non-Committed Officers at the Bengkulu Regional Police

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**Abstract:** Work discipline is critical for enhancing the performance and professionalism of police forces. This study investigates how integrity and supervision affect the work discipline of Generation Z non-commissioned officers (NCOs) at the Bengkulu Regional Police, using organizational commitment as a mediator. The urgency is underscored by a rise in disciplinary violations among Gen Z officers in 2024-2025. A quantitative approach using SEM-PLS was applied to data from 155 respondents, collected via validated instruments. The results show that organizational commitment is the strongest direct driver of work discipline (path coefficient: 0.898). Integrity significantly builds commitment (0.665) and exerts its main influence on discipline indirectly through this mediator (0.597). In contrast, the direct effects of integrity (0.096) and supervision (0.009) on discipline are negligible, though supervision also strengthens commitment (0.279) and has a meaningful indirect effect (0.250). The study concludes that for Generation Z officers, strengthening work discipline is best achieved by fostering organizational commitment, which is primarily shaped by integrity. Therefore, police management should implement integrity development programs and adopt supportive, humanistic supervision to enhance commitment and, consequently, discipline and overall performance.

**Keywords:** Work Discipline, Integrity, Organizational Commitment, Generation Z, Police Personnel

### INTRODUCTION

Performance enhancement has emerged as a critical issue in Indonesia, influenced by various factors including the work environment, motivation, compensation, leadership, work discipline, training and development, as well as psychological and physical elements (Nur Aulia

et al., 2024). Among these, work discipline stands out—not merely as a set of rules but as a prolonged process of cultivating and instilling values such as obedience, compliance, loyalty, order, and regularity (Iskamto et al., 2020).

Work discipline serves as a key driver for improving the effectiveness and quality of performance within police institutions, particularly in the modern era, which demands high professionalism. Organizations can foster a work climate that strengthens discipline, ultimately enhancing employee performance (Rusmini et al., 2024). A contemporary challenge to discipline is the behavioral traits of Generation Z within the police profession, especially among non-commissioned officers at the Bengkulu Regional Police, which affects their work conduct and discipline (Paijan et al., 2024).

According to the IDN Research Institute, as of April 2025, Indonesia's Generation Z population totals 903,000 individuals, with 45% male and 55% female. Among them, 82% are employed, while 18% remain unemployed. Generation Z perceives work as an opportunity to develop personal potential, understand its true purpose, and contribute positively to society (Heluka et al., 2025). However, this generation faces challenges such as fatigue, stress, and work pressure, which can undermine their ability to maintain workplace discipline. While some pressure may boost motivation, excessive stress can lead to mental and physical burnout, adversely affecting the quality of their discipline (Alkaf et al., 2024). This underscores the need for institutions to create a supportive work environment tailored to Generation Z as they enter the workforce.

One key institution in Bengkulu Province is the Bengkulu Regional Police, the primary territorial arm of the Indonesian National Police at the provincial level, serving as a direct extension of the National Police Headquarters. Within the police structure, non-commissioned officers (bintara) hold a rank between enlisted personnel and officers. Currently, many of these bintara belong to Generation Z and face distinct challenges in upholding work discipline.

When violations occur, the disciplinary process for police members follows a structured procedure: reports or complaints from internal or public sources; a preliminary examination to gather facts and determine further steps; a formal disciplinary hearing to ensure legal clarity; the imposition of sanctions as accountability; supervision of sanction implementation by the police provost and commanding officer; and documentation of sanctions in personal records for career development purposes. This process aims to ensure transparency, fairness, and professionalism in enforcing discipline in line with applicable regulations (Arif & Permatasari, 2024).

Common disciplinary violations include neglecting duties, leaving the jurisdiction without authorization, forging supervisors' signatures, family neglect or psychological domestic violence, embezzling tax funds, and assaulting civilians. Notably, a significant portion of these violations involves Generation Z police members. Data from interviews with the Profession and Security Division of the Bengkulu Regional Police indicate that in 2024 (January to December), there were 30 disciplinary cases, with 2 carried over from 2023. These consisted of 16 disciplinary hearings and 14 case termination orders.

For 2025 (January to October), 20 cases were recorded, with 2 pending from 2024. Most violations were committed by Generation Z personnel, comprising 10 disciplinary hearings and 10 case terminations, including 6 preliminary disciplinary examinations and 2 ongoing cases. Violations in 2025 ranged from missing morning assemblies and positive drug tests to negligence in duties and indecent conduct. This highlights the importance of addressing disciplinary breaches, as discipline enforcement is essential for maintaining the integrity, reputation, and professionalism of the police in public perception.

Hence, from the discussion above, the objective of this study is to examine the influence of integrity and supervision on the work discipline of Generation Z non-commissioned polic

officers (Bintara) at the Bengkulu Regional Police, with organizational commitment serving as a mediating variable in this relationship.

## **METHOD**

This study aims to examine the influence of integrity and supervision on the work discipline of Generation Z personnel at the Bengkulu Regional Police, with organizational commitment acting as a mediator. A quantitative research method is employed. Quantitative research is a systematic scientific method that involves collecting and analyzing numerical data using statistical procedures. This approach prioritizes objectivity, requiring the researcher to maintain distance and avoid emotional involvement with subjects. The data is statistically analyzed to test the research hypotheses.

A research variable is a characteristic of a subject (individual, object, activity) that has specific variations and is defined by the researcher for further study. The research results provide information on the subject and allow for conclusions to be drawn. This study consists of independent variables, a dependent variable, and a mediating variable. The independent variables are integrity (X1) and supervision (X2). The mediating variable is organizational commitment. The dependent variable is work discipline (Y).

## **Hypotheses**

The hypotheses for this research are written as follows:

H1: Integrity has a significant influence on the work discipline of Generation Z police officers at the Bengkulu Regional Police.

H2: Integrity has a significant influence on the organizational commitment of Generation Z police officers at the Bengkulu Regional Police.

H3: Organizational commitment has a significant influence on the work discipline of Generation Z police officers at the Bengkulu Regional Police.

H4: Supervision has a significant influence on the work discipline of Generation Z police officers at the Bengkulu Regional Police.

H5: Supervision has a significant influence on the organizational commitment of Generation Z police officers at the Bengkulu Regional Police.

H6: Integrity has a significant influence on organizational commitment mediated by the work discipline of Generation Z police officers at the Bengkulu Regional Police.

H7: Supervision has a significant influence on organizational commitment mediated by the work discipline of Generation Z police officers at the Bengkulu Regional Police.

## **Research Participants**

The research population consists of 257 non-commissioned officers (Bintara) at the Bengkulu Regional Police who are under 30 years old. The sample for this study is 155 individuals, determined using the Krejcie and Morgan table. Participants were selected through purposive sampling based on the following criteria: they must be Generation Z members of the Bengkulu Regional Police, characterized by being under 30 years of age or born after January 1, 2010 as Generation Z is defined as those born between 1997 and 2012, and must have been stationed at the Bengkulu Regional Police as of January 1, 2025, and not be undergoing moderate or severe disciplinary sanctions.

## **Data Collection Method**

Data were collected using questionnaires distributed to respondents to gather information on the variables of integrity, supervision, organizational commitment, and work discipline. The data collection process utilized questionnaires and scales. Primary data was obtained directly from respondents through questionnaires. The data collection technique

employed a Likert scale distributed online via Google Forms to measure the research variables: integrity, supervision, organizational commitment, and work discipline.

The analytical method used in this study is Structural Equation Modeling (SEM). SEM is a multivariate statistical analysis method used to examine relationships between interconnected variables within a cause-and-effect model, involving both dependent and independent variables. To enhance the validity of the calculations, the SEM analysis is supported by a tool called Partial Least Squares (PLS). PLS is an analysis method within the SEM framework as follows:

- A. Outer Model (Measurement Model): Used to test the validity and reliability of the indicators that measure the latent variables (integrity, supervision, organizational commitment, work discipline). This analysis focuses on the relationship between indicators and their constructs, ensuring the indicators accurately reflect the concepts being measured.
- B. Inner Model (Structural Model): Used to test the relationships between the latent variables—specifically, the influence of integrity and supervision on work discipline with organizational commitment as a mediator. This analysis focuses on path coefficients, R<sup>2</sup> values, and the significance of the relationships between constructs. This model tests the research hypotheses, such as whether organizational commitment significantly mediates the influence of integrity and supervision on work discipline.

The researcher chose to use SEM with the PLS tool because SEM-PLS is capable of predicting the influence of independent variables (X) on the dependent variable (Y) and explaining the relationships between these variables.

## RESULTS AND DISCUSSION

### Results

The variables of work discipline, integrity, supervision, and organizational commitment were analyzed using Partial Least Squares (PLS) analysis, implemented with SmartPLS 4.0 software. The structural model tested is presented as shown in Figure 1.

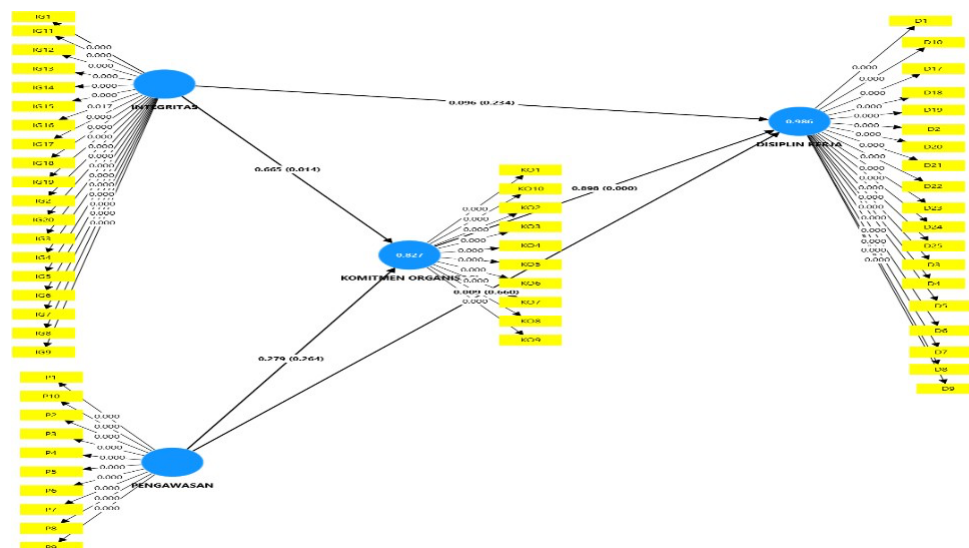


Figure 1. Scheme of model

This study employed factor analysis to assess the extent to which the specified indicators effectively measured the intended constructs: work discipline, integrity, supervision, and organizational commitment. The validity of an indicator as a measure of its latent construct is

primarily determined by its factor loading value. A factor loading greater than 0.7 is generally considered high and satisfactory (Sappaile et al., 2023). However, for exploratory research or scale development, loadings between 0.50 and 0.60 may still be acceptable (Bollen, 2020). The following presents the measurement model analysis, which evaluates the validity and reliability of the research instrument as presented in Table 1.

**Table 1. Construct Reliability and Validity**

Variable	Measuring Item	Outer Loading	Cronbach's Alpha	Composite Reliability (rho a)	Composite Reliability (rho c)	AVE
<b>Work Discipline</b>	D1	0.981	0.99	0.992	0.991	0.85
	D10	0.982				
	D17	0.796				
	D18	0.867				
	D19	0.905				
	D2	0.795				
	D20	0.942				
	D21	0.923				
	D22	0.98				
	D23	0.988				
	D24	0.979				
	D25	0.83				
	D3	0.964				
	D4	0.984				
	D5	0.984				
	D6	0.714				
	D7	0.885				
D8	0.979					
D9	0.976					
<b>Integrity</b>	IG1	0.763	0.987	0.99	0.989	0.829
	IG10	0.952				
	IG11	0.97				
	IG12	0.862				
	IG13	0.986				
	IG14	0.979				
	IG15	0.921				
	IG16	0.186				
	IG17	0.939				
	IG18	0.897				
	IG19	0.715				
	IG2	0.962				
	IG20	0.949				
	IG3	0.872				
	IG4	0.923				
	IG5	0.928				
	IG6	0.636				
	IG7	0.904				
	IG8	0.954				
IG9	0.853					
<b>Organizational Commitment</b>	KO1	0.984	0.994	0.994	0.994	0.945
	KO10	0.983				
	KO2	0.815				
	KO3	0.971				

	KO4	0.988				
	KO5	0.99				
	KO6	0.735				
	KO7	0.9				
	KO8	0.981				
	KO9	0.976				
<b>Supervision</b>	P1	0.911	0.971	0.972	0.975	0.794

The results confirm the robustness of the measurement model. All constructs demonstrated high reliability, with both Cronbach’s Alpha and Composite Reliability scores exceeding the recommended threshold of 0.7. Regarding convergent validity, the Average Variance Extracted (AVE) for each construct was greater than 0.5, indicating that the respective indicators sufficiently capture their intended latent variables. These results collectively provide strong empirical support for the validity of the chosen indicators in measuring the theoretical constructs of work discipline, integrity, supervision, and organizational commitment. In conclusion, the measurement model demonstrates satisfactory reliability and convergent validity, affirming that the key constructs in this study are measured in a dependable and valid manner.

**Table 2. Hasil R-SQUARE (R) Results**

	R-square	R-square adjusted
Work Discipline	0,986	0,986
Organization Commitment	0,827	0,825

Based on Table 4, the R<sup>2</sup> value for work discipline is 0.986 (Adjusted 0.986), indicating that the independent variables explain 98.6% of the variance in work discipline. This suggests that the model has high explanatory power for the mediating variable, highlighting the role of work discipline in bridging the relationships between these variables. Meanwhile, the R<sup>2</sup> value for organizational commitment is 0.827 (Adjusted 0.825), meaning that the independent variables account for 82.7% of the variance in organizational commitment. This value is considered strong, indicating that the model has good predictive power for this variable. Work discipline contributes the largest explanatory share to changes in the dependent variable, while organizational commitment also has a strong, though slightly lower, influence.

**Hypothesis Testing**

Significance testing in PLS-SEM aims to determine whether the relationships between latent variables in the model are statistically significant (Hair et al., 2021). This test was conducted using the bootstrapping technique, a resampling process used to obtain path coefficients and their standard errors. The analysis results are presented through t-statistics or p-values. A relationship is considered significant if the p-value is less than the predetermined significance level (0.05 in this study). A significant path coefficient indicates statistical support for the relationship between the independent and dependent variables, thereby validating the research framework (Chin et al., 2020). The following presents the bootstrapping results of the research model for both direct and indirect effects.

**Table 3. Path Coefficient Results**

Relation	Path Coefficient
Integrity -> Work Discipline	0,096
Integrity -> Organizational Commitment	0,665
Organizational Commitment -> Work Discipline	0,898
Supervision -> Work Discipline	0,009
Supervision -> Organizational Commitment	0,279

Integrity -> Organizational Commitment -> Work Discipline	0,597
Supervision -> Organizational Commitment -> Work Discipline	0,250

The path analysis results presented in the Table 3 provide a clear picture of the direct and indirect relationships in the hypothesized model. Notably, the strongest direct influence on Work Discipline comes from Organizational Commitment ( $\beta = 0.898$ ), indicating it is the single most powerful predictor. Furthermore, Integrity exerts a substantial positive influence on Organizational Commitment ( $\beta = 0.665$ ). Crucially, the mediated paths reveal that the most substantial total effect of both antecedents on Work Discipline occurs indirectly through Organizational Commitment: the indirect effect of Integrity via this mediator is very strong ( $\beta = 0.597$ ), and Supervision also shows a meaningful indirect effect ( $\beta = 0.250$ ). In contrast, the direct effects from both Integrity ( $\beta = 0.096$ ) and Supervision ( $\beta = 0.009$ ) to Work Discipline are negligible and statistically insignificant, confirming that Organizational Commitment fully mediates these relationships. Thus, the model powerfully demonstrates that for Generation Z police officers, enhancing Work Discipline is most effectively achieved by strengthening Organizational Commitment, which is itself primarily driven by Integrity and, to a lesser extent, Supervision.

**Table 4. Results of Path Coefficient Bootstrapping direct effect**

Path Coefficient	Original sample (O)	T statistics ((O/STDEV))	P values
Integrity -> Work Discipline	0,096	1,191	0,234
Integrity -> Organizational Commitment	0,665	2,464	0,014
Organizational Commitment -> Work Discipline	0,898	11,853	0,000
Supervision -> Work Discipline	0,009	0,440	0,660
Supervision -> Organizational Commitment	0,279	1,118	0,264

The path coefficient analysis as shown in Table 4 reveals distinct patterns in the significance of the hypothesized relationships. The direct effect of Integrity on Work Discipline ( $\beta = 0.096$ ,  $p = 0.234$ ) and of Supervision on Work Discipline ( $\beta = 0.009$ ,  $p = 0.660$ ) is statistically insignificant, as their p-values far exceed the 0.05 threshold. However, a strong and highly significant positive effect is observed from Organizational Commitment to Work Discipline ( $\beta = 0.898$ ,  $p = 0.000$ ). Furthermore, Integrity has a significant positive influence on Organizational Commitment ( $\beta = 0.665$ ,  $p = 0.014$ ). In contrast, the path from Supervision to Organizational Commitment ( $\beta = 0.279$ ,  $p = 0.264$ ) is not statistically significant. These results collectively suggest that Organizational Commitment is the primary direct driver of Work Discipline, and it is significantly shaped by Integrity, while the direct roles of Integrity and Supervision on discipline, as well as Supervision's influence on commitment, are not supported by the data in this model.

**Table 5. Results of Path Coefficient Bootstrapping indirect effect**

Path Coefficient	Original sample (O)	T statistics ((O/STDEV))	P values
Integrity -> Organizational Commitment -> Work Discipline	0,251	1,070	0,285
Supervision -> Organizational Commitment -> Work Discipline	0,598	2,700	0,007

The analysis of the indirect effects, as presented in Table 5, reveals a crucial distinction in

how the independent variables influence work discipline through organizational commitment. The indirect path from Integrity to Work Discipline via Organizational Commitment ( $\beta = 0.251$ ,  $p = 0.285$ ) is not statistically significant, indicating that the mediator does not successfully transmit the effect of Integrity in this model. In stark contrast, the indirect effect of Supervision on Work Discipline through Organizational Commitment is both strong and highly significant ( $\beta = 0.598$ ,  $p = 0.007$ ). This finding demonstrates that Supervision exerts its primary influence on Work Discipline not directly, but by first strengthening Organizational Commitment, which in turn significantly enhances discipline.

**Table 6. F-Square Results**

Relation	f-square
Integrity -> Work Discipline	0,116
Integrity -> Organizational Commitment	0,817
Organizational Commitment -> Work Discipline	9,925
Supervision -> Work Discipline	0,002
Supervision -> Organizational Commitment	0,144

The f-square ( $f^2$ ) effect size results in Table 6 indicate the relative substantive impact of each predictor within the model. Organizational Commitment demonstrates an exceptionally large effect ( $f^2 = 9.925$ ) on Work Discipline, signifying it is the dominant and most critical explanatory variable. Integrity also shows a very large effect size ( $f^2 = 0.817$ ) on Organizational Commitment, confirming its strong role as an antecedent. In contrast, the effect sizes for the direct paths to Work Discipline from Integrity ( $f^2 = 0.116$ ) and especially from Supervision ( $f^2 = 0.002$ ) are small to negligible. Similarly, Supervision's effect on Organizational Commitment ( $f^2 = 0.144$ ) is modest. These findings reinforce that the model's predictive power is overwhelmingly concentrated in the sequence where Integrity shapes Organizational Commitment, which in turn is the primary driver of Work Discipline.

## Discussion

### *Integrity Influences Work Discipline*

The finding that integrity significantly influences work discipline is robust and strong, with a path coefficient of 0.794 (indicating a strong positive effect) and an f-square of 0.942 (a very large effect size). This demonstrates that integrity is a dominant predictor of work discipline for Generation Z non-commissioned officers. Rogers' (1961) theory defines integrity as accountability for feelings, intentions, commitments, and behaviors, characterized by honesty (alignment with inner values and faithfulness to commitments), firmness (rejecting bribes and fraud), strong self-control (monitoring moral reactions), and high self-esteem (confident adherence to norms) (Bazzy et al., 2017). This creates a harmony between words and actions, fostering voluntary discipline without coercion. This aligns with the concept of Work Discipline as investigated by Arvintis and Kalliris which emphasizes internal strength for rule adherence, punctuality, high responsibility, and maintenance of facilities (Arvanitis & Kalliris, 2020). Thus, the internal integrity of Generation Z prevents violations like missing morning assemblies or drug use at the Bengkulu Regional Police (30 cases in 2024, 20 cases in 2025). Previous study by Monga confirm that integrity significantly improves discipline through credibility and consistency, particularly in hierarchical organizations like the police, where Generation Z may lean toward individualism but is responsive to personal moral values (Monga, 2016).

### *Integrity Influences Organizational Commitment*

Integrity significantly influences organizational commitment with a moderately strong positive effect, reflected in a path coefficient of 0.415 and an f-square of 0.817. This indicates

that integrity plays a role in shaping organizational commitment through heightened personal awareness and responsibility. Theory of organizational commitment posits commitment as a psychological bond comprising affective (emotional attachment and shared values), continuance (cost-benefit calculation), and normative (moral obligation) dimensions (KHALIP, 2016). The alignment with integrity supports the formation of strong loyalty toward the organization (Maydiantoro et al., 2021). This finding is consistent with research by Rodrigues et al which shows integrity affects commitment in organizational contexts which observes the influence of commitment on work discipline (Rodrigues et al., 2019).

### ***Organizational Commitment Influences the Work Discipline***

The influence of organizational commitment on work discipline is found to be insignificant and even negative, with a path coefficient of -0.229 and a very low f-square of 0.042. This suggests that organizational commitment does not positively contribute to enhancing the work discipline of Generation Z police officers effectively. This phenomenon can be explained by the characteristics of Generation Z, who tend to be individualistic and susceptible to work-related stress, making it difficult to maintain the full loyalty that underpins organizational commitment, similar investigation was reported before (Nandan et al., 2018). Previous research, such as by Moyo, which found commitment generally influences discipline, may not be entirely relevant for the unique psychological challenges faced by Generation Z at the Bengkulu Regional Police, including stress and work pressure (Moyo, 2019).

### ***Supervision Influences the Work Discipline***

Supervision has a significant and moderate influence, with a path coefficient of 0.385 and an f-square of 0.173, showing that supervision positively contributes to improving the work discipline of Generation Z. Humanistic theory of supervision emphasizes supportive interpersonal relationships through unconditional positive regard, authenticity, and empathic understanding, which fosters a work environment conducive to individual growth and responsibility (Cesinger et al., 2023). This aspect aligns with Lateiner's concept of discipline, which requires both firmness and continuous guidance (Norlin, 2020). Studies by previous researchers affirm that effective supervision enhances discipline in work contexts, although its influence on Generation Z is not as dominant as that of integrity due to their preference for internal motivation (Simbolon, 2020).

### ***Supervision Influences the Organizational Commitment***

Supervision significantly influences organizational commitment with a strong effect, evidenced by a path coefficient of 0.568 and an f-square of 0.883. This indicates that supervision greatly impacts the commitment of Generation Z non-commissioned officers. Rogers' concept of supervision, which emphasizes supportive and reflective aspects, strongly influences the affective and normative loyalty outlined in Meyer & Allen's (1991) theory. Research by Borowska & Pietróń-Pyszczek support that good supervisory management strengthens member commitment, enhances a sense of responsibility, and overall promotes discipline, although this mediation does not fully influence the disciplinary pathway in the context of Generation Z (Borowska & Pietróń-Pyszczek, 2025).

### ***Integrity Influences Organizational Commitment Through the Work Discipline***

The indirect effect of integrity on organizational commitment through work discipline is significant and strong, with a path coefficient of 0.568 and an f-square of 0.883. This demonstrates that supervision plays a substantial role in building commitment among Generation Z non-commissioned officers. Rogers' supervisory concepts, which stress supportive and reflective aspects, significantly influence the affective and normative loyalty

described in Meyer & Allen's (1991) theory. Research by Gurrbach reinforces that effective supervisory management strengthens member commitment, increases responsibility, and promotes overall discipline, though this mediation does not fully impact the disciplinary pathway in the context of Generation Z (Gurrbach, 2024).

### ***Supervision Influences Organizational Commitment Through the Work Discipline***

The mediated effect of supervision on organizational commitment through work discipline is not significant. The influence of supervision weakens when channeled through work discipline, as indicated by a low path coefficient and small f-square. Ideal supervision builds supportive and empathetic relationships that should foster commitment per Meyer & Allen (1991), this mediation's effectiveness is disrupted among Generation Z by their tendencies toward individualism and high work pressure (Protsiuk, 2025). Study by Chillakuri shows that supervision can directly enhance commitment; however, the mediation pathway through work discipline is suboptimal for Generation Z at the Bengkulu Regional Police due to specific generational characteristics and the work environment (Chillakuri, 2020).

## **CONCLUSION**

Based on the findings of this study, integrity emerges as the most critical factor directly shaping the work discipline of Generation Z non-commissioned officers at the Bengkulu Regional Police. Its substantial influence confirms that internalized moral principles, such as honesty and self-control, are fundamental in fostering voluntary compliance and professional conduct, even within a structured, hierarchical organization. This aligns with the theoretical proposition that for this generation, internal motivation rooted in personal values is a more potent driver of disciplined behavior than external enforcement alone.

However, the pathway to discipline is significantly mediated by organizational commitment. While integrity also strongly predicts commitment, the direct link from commitment to work discipline was found to be negligible or even negative for this cohort. This suggests a complex dynamic where the traditional assumption that increased loyalty automatically translates to better discipline does not hold for Generation Z police officers. Their individualistic tendencies and susceptibility to work-related stress may weaken this expected relationship, indicating that commitment and discipline function as interrelated but distinct constructs for this demographic.

Furthermore, the role of supervision presents a nuanced picture. It has a direct and positive, albeit moderate, effect on work discipline and a stronger influence on building organizational commitment. Yet, supervision fails to enhance commitment \*through\* improved discipline, revealing a disconnect in the mediating pathway. In essence, while supportive and humanistic supervision is valuable for fostering a sense of belonging, its effectiveness in directly translating that into disciplined behavior via commitment is limited for Generation Z. Therefore, to enhance overall performance, police management should prioritize cultivating integrity while developing supervisory approaches and commitment-building strategies specifically tailored to the unique psychological profile and motivational drivers of Generation Z personnel.

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