

# The Effect of Supervision, Quality of Work Life and Organizational Commitment on Discipline of Employee (Study of the Employee in DPRD Secretariat, Pasuruan Regency)

Ketut Tri Syandra<sup>1)</sup>; Setiyawan Setiyawan<sup>2)</sup>

<sup>1, 2)</sup> Postgraduate STIE Malangkecewara Malang, East Java, Indonesia

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## ABSTRACT

The success of the DPRD Secretariat Office, Pasuruan Regency in order to improve work discipline for its employees consistently and appropriately to continue to develop human resources with the support of integrated supervision, with the growth of the quality of work life in synergy with organizational commitment, it is hoped that it can improve employee performance. This study entitled "The Effect of Supervision, Quality of Work Life and Organizational Commitment on Work Discipline of the Secretariat of the DPRD Pasuruan Regency Employees". The research data was taken based on a questionnaire filled out by 50 respondents. The data analysis technique used is multiple linear regression. The results of the F test research using SPSS software show that the variables of Supervision, Quality of Work Life and Organizational Commitment simultaneously affect the work discipline of the Pasuruan Regency DPRD Secretariat employees with a Sig value of 0.000. Arrd the results of t test research using SPSS note that the variable of supervision has a significant effect on employee work discipline. The quality of work life has a significant effect on work discipline. Organizational commitment has a significant effect on employee work discipline. Organizational commitment has the most dominant influence on work discipline of the Pasuruan Regency DPRD Secretariat employees.

**Key words:** Supervision, Quality of Work Life, Organizational Commitment, Discipline

## I. INTRODUCTION

The existence of Human Resources (HR) is a major factor in an organization or company.

The success of the entire implementation of the work tasks of an organization is largely determined by the existence of quality human resource management. Mathis and Jackson (2006) state that human resource management is the design of formal systems within an organization to ensure the effective and efficient use of human talent in order to achieve organizational goals. The manifestation of HR involvement in the organization is shown by the presence of workers, employees or employees. human existence as an organizational resource is an important factor for increasing the productivity or progress of the organization. Without the role of humans even though the various factors needed are available, the organization will not run. Because humans are the movers and determinants of the course of an organization that has the potential to develop. They actively encourage productivity in meeting the goals of an organization.

Currently, organizations are increasingly understanding the importance of retaining employees as a very important resource for the development of an organization or company. But on the other hand employees are also beings who have thoughts, feelings of certain needs and expectations. Therefore, this needs to be part of the organization to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally in order to provide the best results for achieving organizational goals (Ruhyaningias, 2013). Therefore, in order for an organization to develop optimally, it is very important to maintain harmonious and sustainable relationships with employees.

A synergistic relationship between the organization and its members is needed to achieve

common organizational goals. This causes the need for a human resource management to manage humans in an organization. Therefore, the organization should provide positive direction in order to achieve organizational goals. HR also has a distinctive character that is dynamic, which means that even though the functions carried out are the same, the implementation is not exactly the same. This is because of the human character itself and is supported by the environment in the organization. The organization is a collaboration of people to achieve the desired common goals and want to be involved with existing regulations because the organization was founded to achieve a certain goal and to achieve this goal requires activity and cooperation. .

Humans cannot live alone in the midst of society, meaning that they always hope for help from other parties or are often called humans as social beings. In essence, in carrying out life there is dependence between one human being and another human being because humans do not live alone but live in society. Of course social life is needed as a process of dynamics and regularity of life. This shows that the organization has a very strategic meaning and a role that can manage human life so that it has a more meaningful nature. The nature of the organization is basically oriented towards the aspirations of those who have an interest in the organization. This becomes the basic foundation for achieving its goals in order to create a good managerial system. Thus SDIV1 in its implementation is influenced by human and environmental factors.

An increase in the quality of human resources is needed so that personnel from human resources can carry out their duties and ultimately can expedite and accelerate the achievement of organizational goals. Therefore workers must have characteristics including: high skills and expertise, broad insight and knowledge, talent and potential, personality and work motives as well as high morale and work ethic. Individual characteristics are also supported by typical work characteristics that are formed from a work system. The work environment is a form of forming the peculiarities of a work system in an organization.

Today the development of the field of government, especially in the context of improving public services, is getting more and more attention. This is due to the fact that people's lives are increasingly modern, so that the quality of service to the community is increasingly demanded by improving the quality of all government administration arrangements, including increasing

ability and discipline, dedication and exemplary. The above facts require government officials to be more able to carry out government and development tasks as well as possible. particularly in serving, nurturing and fostering community initiatives and active roles in development. In addition to the general guidelines represented by the vision of the strategic plan, operational steps are needed. Leadership in today's completely open era, what is needed is empowering leadership. Empowering leadership will provide comfort to employees to work hard. This leadership will foster trust in employees in carrying out their work, because the leader gives confidence to employees to complete their tasks.

The awareness of organizational leaders or their employees about the influence of the work environment can provide a strong enthusiasm to maintain, maintain and develop a conducive work environment which is a strong supporting force for organizational progress. A conducive work environment will develop a great sense of responsibility within employees so as to be able to motivate them to display the most satisfying performance, achieve better goals, and in turn will motivate all employees to improve performance.

Improving the quality of work within the Pasuruan Regency DPRD Secretariat is a critical aspect and is one of the most important organizational performance to achieve increased productivity, effectiveness. organizational efficiency. Obtaining good employee performance and carrying out a disciplinary program properly is not easy because it is influenced by several factors, including the existence of a good quality of work life. Cascio (2013) states that the quality of work life includes activities in the organization, which are directed at improving working life conditions that arouse enthusiasm for carrying out tasks.

Basically employees who have a good quality of work life will lead to job satisfaction for the employees themselves. The existence of a good quality of work life can also foster the desire of employees to stay and survive in the organization. The quality of good work life will certainly make employees carry out and devote all their energy and thoughts to work optimally. This condition is said to be good if employees can carry out activities optimally, are healthy, safe and comfortable and create harmonious relationships between employees in the work environment.

To create the success of an employee, the leader must take a management step so that organizational goals can be achieved. One of these steps is to supervise all the work done by an

employee. Supervision is the most important element in developing individuals within the organization, because supervision is the driving force for subordinates or employees to act according to what has been planned according to the applicable rules. With supervision, the leadership can find out the real activities of every aspect and every problem of carrying out tasks within an organization and if deviations occur, they can immediately take action and corrective steps as necessary in accordance with a predetermined plan and in accordance with regulations. current regulation.

Supervision is very important in every job, both in government and private institutions. Because with good supervision, the planned programs that will be implemented will be implemented properly. Supervision is very closely related to work discipline because the first task before doing work is to comply with predetermined and mutually agreed upon organizational standards and rules. If supervision is carried out properly, discipline can run well too. In an effort to achieve these goals, it is necessary to increase employee discipline. Implementation of the activities of an organization without any oversight can result in decreased individual performance and will have a direct effect on other activities. Thus, effective supervision is needed so that it is expected to be able to produce a positive impact on the development of the organization.

Organizations will achieve their goals if managed properly. It's just that success in realizing a good, effective and efficient organization, as well as in accordance with needs, is no longer only determined by the successful application of organizational principles, but there are other invisible factors that also determine the success of the organization:— These factors is its organizational commitment. Organizational commitment contains values that must be understood, imbued, practiced together by all individuals or groups involved in it. Commitment relates to how the organization builds determination to realize the vision, provide the best service and produce maximum performance and build organizational strength. Commitment determines the progress of every organization, no matter what type of organization it is.

As an effort to create this commitment, it is necessary to carry out the integration of goals between organizational goals and employee goals so that employees make organizational goals personal goals. This will create an atmosphere of mutual support between employees and the

organization. Furthermore, this atmosphere will bring employees willing to contribute something to achieve goals. In addition to growing commitment, leaders also need to know the needs of employees so that they can fulfill them exactly according to what they expect. Employees who have high commitment will be able to animate their work. They will work with heart and mind and view their work as not a burden.

Employees who are committed to the organization have the potential to improve performance both individually, in groups and in the organization. Employees who have high organizational commitment will voluntarily give maximum effort for the progress of the organization. They will try to achieve organizational goals and maintain organizational values. In addition, they will participate and be actively involved in advancing the organization. Employees who have high commitment will be responsible by being willing to give all their abilities because they feel they belong to the organization. A strong sense of belonging will make employees feel useful and comfortable in the organization.

Work discipline is an important factor in improving the quality of human resources. Without work discipline, it will be difficult for an organization to face competition and very fast changes in the global era. Work discipline is a person's awareness and willingness to comply with organizational regulations both written and unwritten and not to avoid receiving sanctions if they violate the duties and authority given to them, so that this makes employees responsible for all aspects of their work and increases their work performance significantly will also increase the effectiveness and efficiency of work as well as the quality and quantity of work. Based on the background above, this study investigate the effect of supervision, quality of work life, and organizational commitment on working discipline of the employee in the DPRD Secretariat, Pasuruan Regency, East Java, Indonesia.

## II. LITERATURE REVIEW

### Supervision

The definition of supervision according to Manullang (2012) says that supervision is a process of determining what work has been carried out, assessing it and correcting it if necessary with the intention that the implementation of the work is in accordance with the original plan. Supervision is intended to prevent or to correct errors, irregularities, discrepancies, fraud and others that

are not in accordance with the duties and authorities that have been determined. So the purpose of supervision is not to find fault with the person, but seeks the truth of the results of the implementation of his work. The purpose of supervision is so that the results of work implementation are obtained efficiently and effectively, in accordance with a predetermined plan.

In order for the oversight function to achieve the expected results, the head of the organization or organizational unit carrying out the oversight function must know and apply the principles of oversight. Manullang (2012) suggests that in order to obtain an effective monitoring system, several things need to be fulfilled. supervisory principle. Two main principles, which are condition sine qua non for an effective control system, are the existence of a certain plan and the provision of instructions.

The principles of supervision put forward by Gunawan (2017) include (1) the principle of contribution to goals; (2) the principle of standard setting; (3) the principle of determining the main points of strategic oversight; (4) the principle of corrective action; (5) the principle of management; (6) the principle of flexibility in supervision; (7) the principle of harmonious supervision; (8) the principle of compatibility of supervision. (9) the principle of supervisory responsibility; (10) the principle of supervision accountability.

The supervisory process is a series of activities in carrying out supervision of a task or job in an organization. This supervision process consists of certain actions (main steps) that are fundamental to all managerial supervision. Supervision according to Handoko (2015) states as many as five stages, namely as follows: determination of implementation standards, determination of measurement of activity implementation, measurement of the implementation of real activities, comparing the implementation of activities with the standards and the implementation of deviations, and taking corrective action if necessary.

### Quality of Work Life

According to Gibson (2012) the concept of quality of work life refers to a management philosophy that enhances the dignity of all employees: introduces changes in organizational culture, and improves the physical and emotional well-being of employees. According to Cascio (1998) the quality of work life can be interpreted into two views, the first view states that the quality

of work life is a set of circumstances and practices of organizational goals, for example promotion and internal policies, democratic supervision, employee participation, and safe working conditions. While the second view interprets the quality of work life as employee perceptions such as that employees feel arranged, relatively satisfied and get the opportunity to grow and develop as a human being.

There are many ways to create a competitive quality of work life so that employee involvement in the organization is maximized. Elements that need to be considered in creating a conducive quality of work life for employees are opportunity to participate in training and further education, opportunity to apply new skills, career opportunities, human relations within the organization, balanced compensation system, and pride of work and organization. In his research entitled —Perception of Professional Engineers Toward Quality of Work Life and Organizational Commitment, which was carried out by Zin (2004) has modified Walton's (1974) formula which consists of eight to seven parameters measuring the quality of work life, namely: growth and development, participation, work environment, supervision, salary and benefits, social relations, and work integration.

In this study, researchers will use the measurement parameters of Walton (1974) which have been modified by Zin (2004) which include growth and development, participation, work environment, supervision, salary and benefits, social relations and work integration.

### Organizational Commitment

What is meant by commitment is high responsibility or willingness to carry out tasks or work (Santoso and Arifin, 1994). Meanwhile, according to Khayru (2017) commitment is a firm determination to do something with real intentions. Organizational commitment according to Gibson et al (2012) can be interpreted as identification, loyalty, and involvement expressed by employees by the organization or unit of the organization. According to William and Hazer (1986) in Rivai (2013), organizational commitment is an affective response to the organization as a whole, which then shows an affective response to specific aspects of work while job satisfaction is the affective response of individuals in the organization to past and present evaluations, as well as individual assessments, not groups or organizations. Meanwhile, according to Mahyanaila (2016), organizational commitment as the degree to which employees identify themselves with the



organization and their involvement in a particular organization. Thus a good commitment is a commitment that starts from the leadership. Commitment is a management concept that places human resources as a central figure in business organizations. Without commitment, it is difficult to expect active and deep participation from human resources. Therefore, commitment must be maintained so that it continues to grow and exist within human resources. With the right methods and techniques, good leaders can create and grow commitment.

Khayru (2017) put forward 5 (five) key principles for building commitment, namely: maintain or increase self-esteem; respond with empathy; ask for help and encourage engagement; expressing thoughts, feelings and rationale; and provide support without taking responsibility. Organizational commitment is generally understood as an individual's psychological bond with the organization, including work involvement loyalty and a feeling of trust in the values of the organization. Thus commitment is as employee acceptance of organizational values (identification), psychological involvement (psychological immersion), and loyalty (affection attachment). Commitment is an attitude and behavior that reinforce each other. Employees who are committed to the organization will show positive attitudes and behavior towards their institution. Employees will have a soul to continue to defend their organization, try to improve performance, and have definite beliefs to help achieve organizational goals.

Employee commitment to the organization is employee loyalty to the organization. as well as fostering loyalty and encouraging employee involvement in make various decisions. Therefore commitment will create a sense of belonging for employees towards the organization. Based on these opinions it can be concluded that commitment to the organization as an attitude taken by employees in the organization between low levels of employee turnover/turnover, low levels of absenteeism/absence, high work motivation, satisfaction with the work carried out and trying to achieve high performance. Any organization, without loyalty from employees will experience a decline. even lead to bankruptcy. Many things can happen when there is no employee loyalty to the organization such as: absenteeism and employee turnover rates. If employees who are frequently absent or who move are potential employees, you can imagine how much the organization will suffer

losses, because recruiting new employees is not an easy job and can be done in a short time.

### **Discipline**

According to Anoraga (2014) discipline in human resource management is an attitude, an act of always obeying the rules so that there are two important factors, namely the time factor and activities or actions. Therefore, every organization needs to have various provisions that must be obeyed by its members, standards that must be met. Discipline is a management action to encourage members of the organization to meet the demands of these various provisions. Employee discipline in a form of training that seeks to improve and shape knowledge of the attitudes and behavior of employees so that employees voluntarily cooperate with other employees and improve their work performance.

Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior as well as an effort to increase awareness, and d. a person's willingness to comply with all applicable organizational regulations and social norms (Kaswan, 2012). Bangun (2012) defines discipline as a force that develops within the employee's body and causes employees to adjust voluntarily to decisions, rules, and high values of work and behavior. Meanwhile Hasibuan (2016) states that discipline is a person's awareness and willingness to comply with all organizational regulations and applicable social norms. This obedience can be manifested in the form of attitudes, behavior, and actions that are in accordance with the rules. The Discipline as stated by Nitisemito (20), is as an attitude, behavior and actions that are in accordance with the rules of the organization which are written or not.

Corrective discipline if there are employees who clearly commit violations of the applicable provisions or fail to meet the established standards, they are subject to disciplinary sanctions. Heavy or light sanctions, of course, depend on the severity of the violation that has occurred. The imposition of sanctions usually follows a hierarchical procedure. This means that the imposition of sanctions is initiated by the employee's direct supervisor, forwarded to a higher leadership and the final decision on the imposition of sanctions is made by a senior official who is authorized to do so. This procedure was carried out with two objectives, namely that the imposition of sanctions was carried out objectively and that the nature of the sanctions was in accordance with the

gravity of the violations that had been determined in question. In addition, the factor of objectivity and suitability of punishment with violations. Regarding sanctions, they must also be educational in the sense that there will be changes in attitudes and behavior in the future and not primarily punish someone for their past actions. The imposition of sanctions must have educational value in the sense of deterrence others have committed similar offences. It is no less important to note that management must be able to apply various applicable provisions effectively and not just be a reality on paper.

According to Anoraga (2014) what is meant by components that affect discipline are the existence of rules or regulations and the elaboration of duties and authorities; and simple workflow. Setting an example and complying with regulations is an accompaniment and reinforcement of these main factors. Setting example and obedience will not be able to survive without being based on awareness. Conversely, if there is still awareness, then exemplary and obedience to regulations will strengthen one's disciplinary attitude. The exemplary factor precedes the regulatory compliance factor without any exemplary. obviously it will not last with time. The opposite will happen. exemplary that goes on continuously will lead to disciplined attitudes and habits of members of the organization. willingness and self-awareness to obey and at the same time reduce the

factor of coercion to behave solely based on organizational rules.

Sutrisno (2016) states that discipline is a factor that can affect employee performance. Discipline is a form of mental attitude from within an employee which is one of the factors that affects work productivity (Sedarmayanti, 2017). Suparyadi (2015) suggests several things that can be influenced by discipline, including: the arrangement of living together. personality building, personality training, coercion function, punishment function, and creating function. According to Sutrisno (2016) a good form of discipline will be reflected in the work atmosphere. as follows: (1) high sense of employee concern for organizational achievements: (2) high enthusiasm and enthusiasm for work and initiative among employees in doing work: (3) great sense of responsibility for employees to carry out tasks as well as possible; (4) the development of a sense of belonging and a high sense of solidarity among employees, (5) increasing the efficiency, effectiveness and work productivity of employees. The aim of disciplinary action is to correct future activities, not to punish past activities. Negative approaches that are punitive usually have some detrimental side effects, such as disrupted emotional relationships. absenteeism increases. apathy or lethargy, and fear of supervisors (Handoko, 2015).

### Conceptual Framework

Figure 1 below describes the conceptual framework of this study.

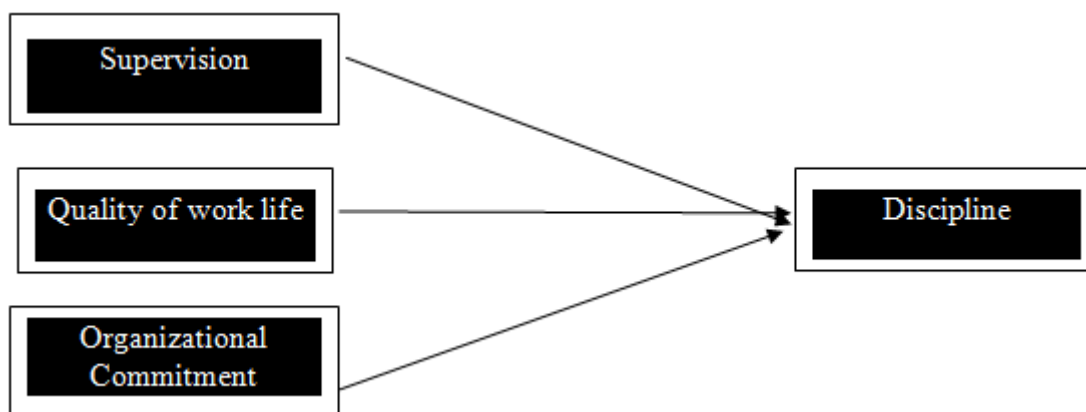


Figure 1

#### Conceptual Framework

Based on the figure 1 above, the hypotheses of this study can be stated as follow:

H1: Supervision has a significant impact on discipline

H2: Quality of work life has a significant impact on discipline

H3: Organizational Commitment has a significant impact of discipline

### Research Method

This study aims to show an overview of the influence of supervision, quality of work life, and organizational commitment on discipline. This research was conducted at the DPRD Secretariat in Pasuruan Regency, East Java, Indonesia. The population in this study were the employees of DPRD Secretariat. This study used random sampling method by taking a portion of respondents involved in the activities of the DPRD Secretariat as many as 50 people to be sampled.

Supervision variable in this study is defined as a process of determining what work has been carried out, assessing it and correcting it if necessary with the intention that the implementation of the work is in accordance with the original plan. The indicators are standard setting, harmony of supervision, conformity of supervision, flexibility of supervision, corrective action, contribution towards goals. The quality of work life is a management perspective on humans, workers and organizations that can support individual performance in carrying out the tasks assigned to them. The indicators used in this study to measure the quality of work life are growth and development, participation, work environment, supervision, salary and benefits, social relations and work integration.

Commitment is a situation where an individual sided with the organization and its goals and desire to maintain its membership in the organization. Three aspects of commitment include: affective commitment, continuance commitment, and normative commitment. Discipline is attitude and behavior in accordance with the rules of the organization. Indicators of work discipline variables include the use of uniforms; timeliness in completing tasks; compliance with the instructions of the leadership in carrying out the task; behavior

towards work routines; work planning and priority scale.

The data analysis method used in this study is Descriptive Partial Least Squares (PLS) analysis with the new Structural Equation Modeling (SEM) approach which is able to predict the relationship between the dependent variable and the independent variable. The SEM-PLS model has two sub-models, namely the inner model (structural model) and the outer model (measurement model). Assessment of the outer model or structural model has four criteria, namely Convergent Validity, Discriminant Validity, Construct Validity, and Composite Reliability. The hypothesis testing was carried out through a bootstrapping process, the T-test parameters - statistics obtained to predict the existence of a causality relationship. In a research study, hypothesis testing is stated to be influential or accepted if  $t_{count} > t_{table}$ , while hypothesis testing is declared to have no effect or rejected if  $t_{count} < t_{table}$ . In addition, the significance of the results of the hypothesis testing can also be seen through the P - values, with a significance level of  $\leq 0.05$ . If the value of P - value  $\leq 0.05$ , then the error can still be tolerated. However, if the P - value  $> 0.05$ , then errors cannot be tolerated or still require consideration.

### III. RESULTS AND DISCUSSIONS

The first test that conducted in this study is measurement model testing (Outer Model). The outer model is a model that specifies the relationship between latent variables and their indicators or it can be said that the outer model defines how each indicator relates to its latent variables (Ghozali, 2006). The figure 2 below is the output in the form of Outer Loading values from the results of running PLS.

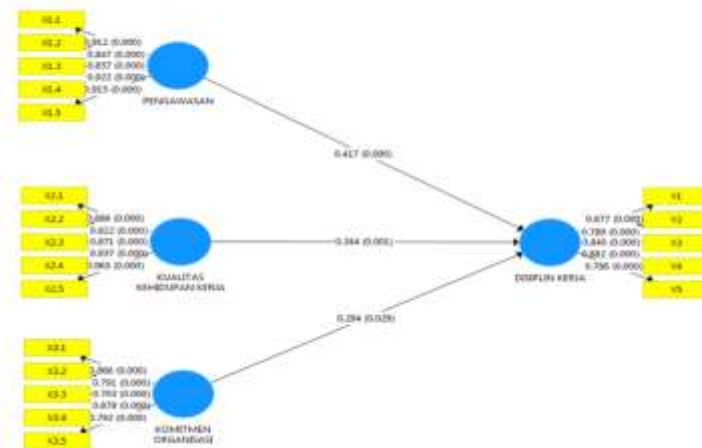


Figure 2

Outer Loading

Note:

- Pengawasan: Supervision
- Kualitas Kehidupan Kerja: Quality of Work Life
- Komitmen Organisasi: Organizational Commitment
- Disiplin : Discipline

From the figure2 above, it can be seen that the indicator exceeds 0.6, so that it meets the

validity criteria. The validity test in question is testing the indicators in the latent variables to ensure that the indicators used in this study are really well understood by the respondents so that the respondents do not experience misunderstandings about the indicators used. All indicators of all variables have met convergent validity. Therefore, all variables can be used for further testing the research model. The detail of the result of the outer loading for each variable can be seen in the table 1.

Table 1

Outer Loading

	Discipline	Organizational Commitment	Quality of work life	Supervision
X1.1				<b>0.912</b>
X1.2				<b>0.847</b>
X1.3				<b>0.857</b>
X1.4				<b>0.922</b>
X1.5				<b>0.915</b>
X2.1			<b>0.886</b>	
X2.2			<b>0.922</b>	
X2.3			<b>0.871</b>	
X2.4			<b>0.937</b>	
X2.5			<b>0.965</b>	
X3.1		<b>0.866</b>		
X3.2		<b>0.791</b>		
X3.3		<b>0.703</b>		
X3.4		<b>0.879</b>		
X3.5		<b>0.792</b>		



Y1	0.877			
Y2	0.789			
Y3	0.840			
Y4	0.882			
Y5	0.786			

Source: Result from SmartPLS

Based on the outer loading for all indicators in the table 1, the variable has an outer loading that is greater than 0.6 so that the research indicators can be used in further research model testing. Another method to see the value of

discriminant validity is to assess the validity of the construct based on the AVE value, where a good model is required if the AVE of each construct is greater than 0.5. The AVE value of this study can be seen in the table 2.

Table 2  
 Average variance extracted (AVE)

	Average Variance Extracted (AVE)
Discipline	0,699
Organizational Commitment	0,654
Quality of Work Life	0,840
Supervision	0,794

Source: Result from SmartPLS

Based on the output results, the AVE value for each construct is greater than 0.5, so it can be concluded that the constructs of discipline, organizational commitment, quality of work life, and supervision are good models, so that all constructs in the estimated model meet the criteria of discriminant validity. Construct Reliability same

as cronbach alpha is used to measure the reliability of constructs or latent variables, the value must be above 0.70 which is considered reliable. However, for exploratory research, moderate reliability is 0.5 – 0.6 which is enough to justify the research results (Ferdinand, 2002: 192). Table 3 is the results of the Construct reliability output from PLS.

Table 3

Reliability Construct

	Cronbach's Alpha
Discipline	0,892
Organizational Commitment	0,866
Quality of Work Life	0,952
Supervision	0,935

Source: Result from SmartPLS

Based on the table 3 above, it can be seen that Cronbach's alpha for the variable discipline is 0.892, organizational commitment is 0.866, quality of work life is 0.952, and supervision is 0.935, where the Cronbach's alpha values for the 4 constructs in the model are all greater than 0.70.

Thus it can be said that the variables of discipline, organizational commitment, quality of work life, and supervision really have a high construct reliability close to 1, with a very strong level of reliability. So that the model in this study has met the construct reliability.

Table 4

Recapitulation of Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Organizational Commitment → Discipline	0.294	0.287	0.135	2.186	<b>0.029</b>
Quality of Work Life → Discipline	0.344	0.346	0.106	3.234	<b>0.001</b>
Supervision → Discipline	0.417	0.422	0.060	6.905	<b>0.000</b>

Source: Result from SmartPLS

Below is the explanation of the results in table 4.

### 1. The Effect of Organizational Commitment on Discipline

The inner model estimation results for the direct influence between Organizational Commitment to Work Discipline have a path coefficient value of 0.294 with a significant value of 0.029. This shows that the direct effect of Organizational Commitment on Work Discipline is significant. The resulting influence is positive, which means that the better the Organizational Commitment owned by Employees and Employees will improve Discipline. Many members of the organization become disloyal and leaving membership may be due to a commitment from the organization that is not fulfilled. This can have a negative impact on the progress of an organization, hence the need for a commitment where the organization can undertake this. For example if the organization's commitment regarding wages as promised, or job bonuses for members who can complete a target. Organizational commitment cannot be underestimated, because it is one of the souls of an organization.

Meyer and Allen (in Mardiana, Syarif, 2018) organizational commitment as a psychological construct which is a characteristic of the relationship between organizational members and their organizations and has implications for individual decisions to continue membership in organizations. Based on this definition, members who are committed to their organization will be more able to survive as part of the organization than members who are not committed to the organization. Robbins & Judge (in Mardiana, Syarif, 2018) commitment is the level at which a person works to identify an organization, its goals and expectations to remain a member. Organizational commitment is defined as a situation where an employee sided with a particular organization and its goals and desire to maintain membership in the organization.

### 2. The Effect of Quality of Work Life on Discipline

The estimation results of the inner model for the direct influence between the Quality of Work Life on Work Discipline have a path coefficient value of 0.344 with a significant value of 0.001. This shows that the direct influence of digital literacy on professionalism is significant. The resulting influence is positive, which means that the better the quality of work life owned by employees and female employees will increase work discipline. Quality of Work Life or Quality of Work Life is a management system approach or organizational point of view with the aim of improving the quality of life of employees in their work environment simultaneously and continuously. Nadler and Lawler in Soedarnoto (2007) said the components of the quality of work life are participatory problem solving, innovative reward systems, job restructuring and improving the work environment.

### 3. The Effect of Supervision on Discipline

The estimation results of the inner model for the direct effect of Supervision on Work Discipline have a path coefficient value of 0.417 with a significance value of 0.000. This shows that the direct effect of Supervision on Discipline is significant. Supervision is defined as an effort to determine what is being carried out by assessing the results/achievements achieved and if there are deviations from predetermined standards, then efforts to improve immediately are carried out, so that all the results/achievements achieved are in accordance with the plan. The supervisory function is inseparable from other management functions such as planning, organizing, and actuating. If these management functions are running well, supervision is not needed. Because it rarely happens that these functions run perfectly, it is

absolutely necessary to have a supervisory function.

#### IV. CONCLUSION

Supervision, quality of work life and organizational commitment partially have a positive and significant effect on the work discipline of employees of the Pasuruan district DPRD Secretariat office. The results of the research that has been done show that the three variables have a significant effect, so it is necessary to increase the three variables. Suggestions that can be given by researchers include monitoring variables. Supervision is the process of setting performance measures as well as taking actions that result in the expected achievement in accordance with predetermined performance. In another sense, supervision is a process of ensuring that all programs are carried out in accordance with what has been planned. Supervision can also improve work discipline. With supervision, it is expected that employees follow the rules and work instructions that have been set as work standards that have been made for each section. Employees who have followed the rules while working will automatically discipline the work of employees, so that supervision and work discipline are two things that mutually support the implementation of good work.

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