

The Influence of Employee Discipline and Perceived Organizational Support on Organizational Commitment among Employees in the Population and Civil Registry Office, Surabaya

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Abstract: This study investigates the influence of employee discipline and perceived organizational support (POS) on organizational commitment among civil registry employees in Surabaya. Data were gathered from 50 public servants through structured questionnaires, utilizing the Partial Least Squares (PLS) method. The findings reveal that both employee discipline and POS positively and significantly impact organizational commitment. These results emphasize the vital roles of organizational support and workplace discipline in nurturing employee loyalty and responsibility.

Keywords: Employee Discipline, Perceived Organizational Support, Organizational Commitment, Public Sector, Civil Registry Office

1. INTRODUCTION

In the public sector, particularly within institutions such as the Population and Civil Registry Office (Dipendukcapil) in Surabaya, the efficiency and quality of services are of paramount importance. As an organization responsible for the issuance of identification documents essential for accessing healthcare, education, and welfare services Dipendukcapil has a direct impact on the welfare of the local community. However, challenges such as employee absenteeism, tardiness, and low levels of discipline disrupt service efficiency. These issues are not exclusive to Indonesia; international studies indicate that public sector efficiency is significantly influenced by employee compliance with organizational policies and the existence of supportive organizational environments (Perry, J. L., & Hondeghem, A., 2008). Moreover, government organizations face stringent pressures to meet public service standards, making employee discipline and organizational support critical factors for sustained performance and public satisfaction (Kim, S., & Wright, B. E., 2017).

Employee discipline and perceived organizational support (POS) are two essential variables that influence organizational commitment, a key determinant of organizational success. Discipline in the workplace, encompassing punctuality, adherence to policies, and consistent performance, is frequently associated with enhanced productivity and organizational loyalty (Podsakoff, 2022). Conversely, POS pertains to the extent to which employees perceive that their organization values their contributions and cares for their well-being. This perception

is closely related to motivation, commitment, and job satisfaction (Khan Abrar et al, 2017) Research indicates that employees who feel valued and supported demonstrate higher levels of organizational loyalty and are less likely to engage in counterproductive behaviors (Rhoades, 2022). Within the context of public organizations like Dispendukcapil, where resources are limited and job roles are often demanding, fostering both discipline and organizational support may significantly enhance employee commitment, thereby improving service quality.

While existing literature has examined the relationship between organizational commitment, POS, and employee discipline, there is a scarcity of studies that specifically address their impacts within the Indonesian public sector. Although the influence of POS and discipline on commitment is well-documented, the majority of research has concentrated on private sector organizations or Western public institutions, thereby limiting the applicability of findings to Indonesia's distinct public service environment (Meyer & Allen in Shore & Wayne, 2023). This research aims to address this gap by investigating the combined effects of employee discipline and POS on organizational commitment in an Indonesian public sector context. By focusing on Dispendukcapil Surabaya, this study seeks to provide relevant insights and practical recommendations for enhancing employee commitment in public organizations, thus aligning employee behavior with the service standards expected by the community.

2. LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory (SET) is a basic paradigm for understanding how workers and corporations must both profit from the connection. Positive equity theory This is one of the theories proposed by (Blau, 2017). In his social exchange theory (SET), workers who believe that their company values and supports them at work are likely to be loyal, dedicated, regulated in organizational norms. Cropanzano & Mitchell. Organizational support leads to employees feeling more supported and in return, they should be expected (from SET) to reciprocate with higher levels of commitment disciplined behaviour; hence carries a similar tone as POS is consistent with the SET based approach used within this study. Specifically for public sector companies where both material and non-material support can act as antecedents to job satisfaction, loyalty could drive through maintenance of supportive contribution behaviors within the organizations (Nguyen, 2022).

While SET does provide a solid rationale for the relationship between support and behavior among employees, there are also limitations to the theory. Others have argued that the rational nature of reciprocity assumptions in SET may not fully explain how an organization's cultural and contextual factors might relate to employees' levels of commitment (Meyer & Allen in Shore & Wayne, 2023). It is also possible that additional factors in the context of a public sector environment, such as effects due to local norms or job security (increases), could impact how workers understand organizational support and approach compliance requirements. As such, while SET is fundamental to this study's exploration of POS; it is pertinent that setting-specific circumstances which could regulate employee responses are taken into account when examining the interrelation between organizational support and discipline.

Research Variables: Employee Discipline and Perceived Organizational Support

Employee Discipline, a core function to ensure high operational efficiency in organizations especially public service. According to (Mowday, R. T., Porter, L. W., & Steers, R. M., 1982), discipline is defined as the compliance with organizational rules, punctuality and showing up at work on time which influence directly in employees' performance behaviour intentions. Disciplined employees will be to become more closely merged their personal goals with the objectives of organization, hence they are committed all issues for better presence at workplace (Biron, M., & Bamberger, P. A., 2022). Employee morale is hurt when you are too strict, while plenty of research has shown that employee loyalty employees receive from your discipline practices instead requires a balanced system of penalties with rewards that also recognize what the employee needs.

Perceived organizational support (POS) is a broad concept that reflects an employee's global beliefs concerning the extent to which their organization values their contributions, and cares about their well-being (Khan Abrar et al., 2017). Thus we expect that high POS will continue to be related positively with outcomes such as satisfaction, and negatively related to turnover (Rhoades, L., & Eisenberger, R., 2002). This may be crucially important in contexts where intrinsic motivators (e.g. recognition, work-life balance) are key factors that motivate employee performance (as is the case for public service). Nonetheless, research also suggests that the effect of POS may depend on sector and type of organizations. For example, public sector employees may report lower levels of organizational support relative to their private counterparts because of more bureaucratic hierarchies and less managerial discretion (Meyer, 2020). Consequently, understanding the specific POS dynamics in the public sector is vital for improving employee commitment and overall service delivery.

Hypotheses Development

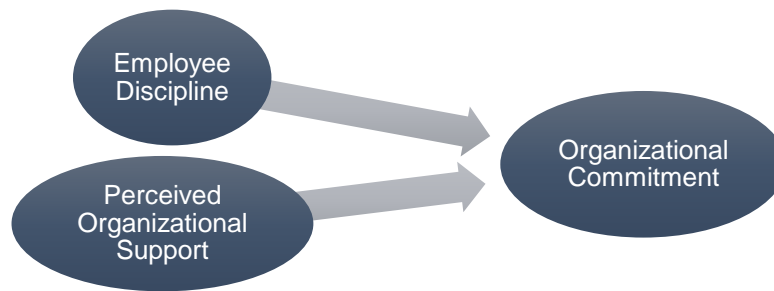


Figure 1 Research Conceptual Framework

Hypothesis 1: Employee Discipline Positively Influences Organizational Commitment

Maintaining order and productivity, in any workplace relies heavily on maintaining discipline among employees according to research findings by (Suryani, 2022). Discipline fosters a sense of responsibility and alignment with values among workers which in turn leads to levels of commitment to the organization as noted by (Meyer, J. P., Stanley & Topolnytsky, L., 2002). It is anticipated that a greater emphasis, on employee discipline will positively impact commitment and contribute to an efficient workforce.

Hypothesis 2: Perceived Organizational Support Positively Influences Organizational Commitment

Studies indicate that when workers receive backing, from their company they tend to show loyalty and dedication (Rhoades, L., & Eisenberger, R., 2002). Positive organizational support has been found to boost normative commitment by improving employees' feelings of security and recognition at work (Kim, 2022). In entities such, as Dispendukcapil a strong perception of support can assist in addressing issues linked to work pressure and inflexibility while promoting a sense of allegiance. Therefore this research suggests that increased levels of support can have a beneficial impact, on the commitment of employees working in public service roles where dedication is crucial, for delivering effective services.

3. METHODS

This research employed a method to explore the impact of employee discipline. Perceived support, from the organization on the commitment of staff working at the Population and Civil Registration Office (Dispendukcapil) located in Surabaya. The decision to utilize the Least Squares (PLS) methodology was based on its ability to effectively analyze models, with limited sample sizes.

Research Design

The present study was a cross-sectional survey conducted on purposively selected civil servants at DispendukCapil with the $n = 50$ respondents. Those eligible had been employed at the organization for a minimum of two years which we assumed would allow enough time to experience policies and supports in place. The reason behind the selection of this design was to capture a cross-sectional view on how discipline relates with POS and organizational commitment.

Data Collection

Data were gathered using a structured questionnaire, divided into three sections, each measured on a 5-point Likert scale:

1. Employee Discipline: Questions focused on attendance, punctuality, and adherence to policies.
2. Perceived Organizational Support (POS): This section assessed perceptions of managerial support, recognition, and policy flexibility.
3. Organizational Commitment: Items measured affective, continuance, and normative commitment, representing emotional attachment, perceived costs of leaving, and sense of obligation.

The Likert scale allowed for quantitative assessments of respondents' perceptions, aligning with the study's conceptual framework and hypotheses.

Tabel 1. Research Instrument

Variables	Instrument
Employee Discipline Wijaya (2021)	1. I always arrive at work on time, including for meetings or work gatherings, according to the scheduled times.
	2. I started and completed the task on time.
	3. I comply with the policies and procedures set by the Institution.
Perceived Organizational Support (POS) Eisenberger et al. in Wijaya (2021)	1. Flexible working hours offered by the organization help me balance work and personal life.
	2. I get the help I need from my supervisor to finish my assignments.
	3. The organization provides me with the opportunity to participate in training and professional development.
	4. I feel that I have an influence in the important decisions made by the organization.
Organizational Commitment Meyer & Allen Anwar (2019)	1. I am proud to be an important part of this organization.
	2. Knowing how much I have benefited from this group makes me want to stay.
	3. I frequently believe that continuing to work for this company is the proper choice.

Data Analysis

The data were analyzed using Partial Least Squares (PLS), a variant of Structural Equation Modeling (SEM) suitable for smaller samples and non-normally distributed data. The analysis steps included:

1. Measurement Model Validation : Convergent validity was assessed via factor loadings, while discriminant validity was evaluated using cross-loadings. Reliability was confirmed through Composite Reliability and Cronbach’s Alpha, with values above 0.7 deemed acceptable.
2. Structural Model Testing : Hypotheses were tested by analyzing path coefficients and R-squared values, which helped determine the strength and significance of the relationships.
3. Bootstrapping : A bootstrapping procedure with 5,000 resamples tested the significance of path coefficients, providing confidence intervals for robustness.

Justification of Methods

The PLS analysis was selected due to its ability to manage complex models with both reflective and formative measurement models, making it suitable for analyzing multidimensional constructs like discipline, POS, and commitment.

Replicability

This methodology, including sample selection, questionnaire design, and analysis using standardized PLS software, is designed for replicability. By clearly defining sampling criteria and analytical steps, this study provides a transparent framework that can be replicated in similar public sector contexts.

4. RESULTS AND DISCUSSION

Results

Table 2. Respondent Characteristic

Profile of respondent	Total	Percentage (%)
1	2	3
Sex / Gender :		
1. Male	25	50
2. Female	25	50
Employee Based on Education Level:		
1. High School	0	0
2. Diploma	0	0
3. Bachelor	50	100
Based on Length of Service		
1. Less than 1 Year	0	0
2. 1 – 3 Years	0	0
3. 3 – 5 Years	28	56
4. Above 5 Year	22	44
Based on the Number of Children		
1. One Child	11	22
2. Two Child	21	42
3. Three Child	17	34
None	1	2

Respondent Characteristics

The respondent profile in this study comprises a balanced sample of 50% male and 50% female employees at Dispendukcapil Surabaya, ensuring gender diversity. All participants hold a Bachelor's degree (100%), which highlights a high level of educational attainment among the civil servants surveyed.

In terms of length of service, a majority of respondents have 3 to 5 years of experience (56%), with the remainder (44%) having more than 5 years. This distribution indicates that most respondents have substantial work experience within the organization, providing insights grounded in familiarity with the institution's culture and policies.

Regarding family size, 42% of respondents have two children, 34% have three children, and 22% have one child, while only 2% have no children. This family-oriented demographic can offer valuable perspectives on organizational support and commitment, as work-life balance may be an influential factor.

Outer Loading

Table 3. Cross Loading

	Employee Discipline	Perceived Organizational Support	Organizational Commitment
X.1.1	0,952	0,932	0,912
X.1.2	0,950	0,939	0,929
X.1.3	0,950	0,930	0,929
X.2.1	0,928	0,951	0,927
X.2.2	0,908	0,939	0,923
X.2.3	0,948	0,938	0,899
X.2.4	0,879	0,900	0,904
Y.1.1	0,947	0,935	0,939
Y.1.2	0,914	0,934	0,957
Y.1.3	0,905	0,922	0,952

Employee Organizational Commitment (Y), Perceived Organizational Support (X2), and Employee Discipline (X1) all have higher loading factor values than the loading factor indicators of other variables, according to the cross-loading data analysis that was done. This demonstrates that every indicator in this study satisfies the validity requirements, indicating that these indicators have good validity.

Construct Reliability and Validity

Table 4. The Test of Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Discipline	0,947	0,947	0,966	0,904
Perceived Organizational Support	0,950	0,950	0,964	0,869
Organizational Commitment	0,945	0,945	0,965	0,901

The results for validity and reliability in this study demonstrate high levels of internal consistency and construct validity across the measured variables. Cronbach's Alpha values for all variables exceed the acceptable threshold of 0.7, with Employee Discipline at 0.947, Perceived Organizational Support (POS) at 0.950, and Organizational Commitment at 0.945, indicating strong reliability and consistency in the questionnaire items for each construct.

Composite Reliability values are also high, with Employee Discipline at 0.966, POS at 0.964, and Organizational Commitment at 0.965. These values confirm that each construct is measured reliably, as they are well above the standard cutoff of 0.7.

The Average Variance Extracted (AVE) values are also robust, exceeding 0.5, which establishes convergent validity for the constructs. Employee Discipline has an AVE of 0.904, POS is at 0.869, and Organizational Commitment is at 0.901, indicating that a high proportion of variance is explained by each construct.

Latent Variabel Correlations

Table 5. Latent Variable Correlations

Variable	Employee Discipline	Perceived Organizational Support	Organizational Commitment
Employee Discipline	1,000	0,982	0,971
Perceived Organizational Support	0,982	1,000	0,980
Organizational Commitment	0,971	0,980	1,000

The correlation values between the variables average over 0.5, according to the latent variable correlations table above. The two examined variables in this study have a very strong association, as indicated by the correlation value of 0.9. The validity of the linkages between the constructs in this study is further supported by the strong correlation, which shows that these variables have a meaningful association in the model used.

R Square

Table 6. Latent Variable Correlations

Variable	R Square	R Square Adjusted
Organizational Commitment	0,962	0,960

The Organizational Commitment variable in this study has an R-Square value of 0.962. This indicates that 96.2% of the variation in Organizational Commitment (Y) caused by the independent variables, Employee Discipline (X1) and Perceived Organizational Support (X2), can be explained by the model in use. In other words, these two independent variables account for nearly all of the variation in employee organizational commitment. Other factors not covered by this research model have an impact on the remaining 3.8%. This finding indicates

that the factors of perceived organizational support and employee discipline play a significant role in affecting the degree of employee commitment at Dispendukcapil Surabaya.

Hypothesis Testing

Table 7. Path Coefficients (Mean, STDEV, T-Values, P-Values)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Employee Discipline -> Organizational Commitment	0,517	0,524	0,106	4,892	0,000
Perceived Organizational Support -> Organizational Commitment	0,480	0,473	0,106	4,533	0,000

The Path Coefficients results indicate significant relationships between the independent variables (Employee Discipline and Perceived Organizational Support) and the dependent variable (Organizational Commitment). The **T-statistics** and **P-values** confirm the statistical significance of these relationships, as both T-values exceed the critical threshold of 1.96 (for a 95% confidence level), and P-values are below 0.05.

1. **Employee Discipline -> Organizational Commitment:** The path coefficient of **0.517** (with a T-statistic of **4.892** and P-value of **0.000**) suggests a positive and significant effect of employee discipline on organizational commitment. This result supports the hypothesis that higher levels of employee discipline contribute positively to employees' commitment to the organization.
2. **Perceived Organizational Support (POS) -> Organizational Commitment:** The path coefficient of **0.480** (with a T-statistic of **4.533** and P-value of **0.000**) also indicates a positive and significant effect of perceived organizational support on organizational commitment. This supports the hypothesis that employees who perceive higher organizational support are more likely to be committed to the organization.

Discussion

This study was conducted to get a clear picture and know the influence of Employee Discipline and Perceived Organizational Support (POS) on Organizational Commitment among civil servants at Population and Civil Registry Office (Dispendukcapil), Surabaya. These results add to the literature by demonstrating that both discipline and organizational support matter in developing commitment among employees. By grounding the recommendations in empirical research, this study contributes to our understanding of commitment and hold promise as mechanisms for enhancing performance and reducing turnover within public organizations.

To validate the research hypotheses, the results reveal that a disciplinary approach by employees is the direct result of increased Organizational Commitment. Other studies have drawn similar conclusions as research has previously established that compared to an

unstructured labor force, a disciplined one is more likely to exhibit higher degrees of commitment due to the convergence of personal behavior with the set organizational goals. Such was demonstrated by the respondents' view of POS that this construct had the greatest impact on Organizational Commitment. This phenomenon is also well-substantiated by other researchers who show that those employees that have the impression that their company appreciates them, tend to be more loyal and hardworking. POS strongly correlates with the positive perception of the commitment which is the other side of the coin - leadership examples that spur employee motivation to contribute to a better extent, as well as such manager practices as the promotion of team-light culture, the provision of enough resources, and relevant operational policies, also the fact of ownership of the company's activities (cooperation in quality work and social activities and displaying of incentives).

In the end, no single result was surprising or non-significant, which provides evidence of a robust study design and provides a sense that the chosen variables are right on. Still, the study's managerial implications suggest that if leaders of public-sector organisations improve the standards of discipline and perceived leadership support, these improvements could result in greater employee-level commitment to these organisations, which in turn might facilitate improved organisational outcomes.

5. CONCLUSION AND LIMITATIONS

Conclusion

This research holds that Employee Discipline and Perceived Organizational Support (POS) are essential contributors to the Organizational Commitment of civil servants at Dispendukcapil in Surabaya. The results highlight the necessity of maintaining a disciplined work environment as well as building up organizational support which will enhance the commitment levels. Workers who have a strict, structured environment and feel that the organization supports them are much more likely to be loyal and faithful and thus contribute positively to overall organizational effectiveness.

The suggestions for future researchers are to broaden the sample size to include a larger population across different public offices or regions, which will increase the generality of the findings. Besides, employing a longitudinal study design could offer more in-depth details regarding how employee commitment develops over a period of time due to the changes in discipline and organizational support.

Limitations

As with most studies, this one does have some limitations that cause the results to be misunderstood and thus not applicable in other contexts. The first big limitation is the sample size and scope; the data was taken only from 50 public employees working in the Stats Office of Dispendukcapil in Surabaya, which is too local to the area making the findings not be representative of the other public offices or regions. The narrow focus here also means external validity of this study is compromised in turn implying those results might have little application to larger populations or organizations in other sectors. Thus, the study enlightens the issue of employee discipline and perceived organizational support (POS) towards commitment within a single public office, but these insights could not be applied to varying organizations or areas.

This study is subject to another limitation that is, namely, the cross-sectional design of the investigation which collects the data at one point in time and this, in turn, affects the causal relationships. Although the relationships among the discipline, POS, and organizational commitment were found, a longitudinal approach would be required for the reason of examining the development of these relationships over time. The deficiency of longitudinal data makes the causal inferences as the factors like organization policy changes or work culture that impact employee perceptions and behaviors over time might present uncertainties.

Besides that, the study also draws self-reported data which are subject to documenting a response bias that might come from the conducted structured questionnaire. People might agree if they feel the answer is socially approved or is synonymous with the ideals of the company which might distort the real relationship between discipline, POS, and commitment. This emphasis on mediocre self-reporting might lead to the lack of internal validity of the findings because it probably does not show real employee attitudes or experience.

Finally, the research only focuses on the advantages of discipline and support without showing any possible negative effects, like excessive discipline that might cause stress or inflexible systems of support that are too rigid which stunt growth. This limited view may be an obstacle to the perception of the relationship between these variables and organizational commitment and some potential areas will remain underexplored.

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