

The Influence of Leadership and Supervision on Work Discipline with Commitment as an Intervening Variable (Study at the Grobogan Regency Industry And Trade Office)

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ABSTRACT

One of the main keys to determining the success of an organization in achieving goals is employee work discipline. A high level of work discipline reflects the employee's commitment and responsibility to the existing regulations. However, many employees have proven to be less than optimal in implementing employee discipline rules. There are many factors that can affect the lack of work discipline among employees. This study aims to determine the influence of Leadership and Supervision on Work Discipline with Commitment as an intervening variable in employees of the Grobogan Regency Disperindag, with a population of 57 ASN employees, sampling 55 ASN (PNS and PPPK) using the census method. The data collection method in this study uses a questionnaire and a data collection scale with a Likert scale. The analysis technique used in this study employs SEM (Structural Equation Model) with the Partial Least Square (PLS) analysis technique operated using the help of SmartPLS software version 3.0. The results of the study show that Leadership has a positive and significant effect on Commitment; Supervision has a positive and significant effect on Commitment; Commitment has a positive and significant effect on Work Discipline; Leadership does not have a significant effect on Work Discipline; and Supervision does not have a significant effect on Work Discipline. In addition, Leadership has a positive effect on Work Discipline through Commitment, and Supervision has a significant effect on Work Discipline through Commitment.

KEYWORDS *Leadership, Supervision, Commitment and Work Discipline*



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INTRODUCTION

An organization will function effectively if administrative functions such as planning, organizing, controlling, and monitoring function properly, and the presence of supporting elements in the organization are available and meet the requirements. One of the most important supporting elements of company management is human resources. Human resources play an important role in the success of a company. Human resources here include all people in an organization, namely those who are fully involved in the company's business operations (Rahmat, 2022). Seeing how important human resources are to the development and progress of the organization, in the implementation of organizational activities, someone who has capable skills, great will, high loyalty to the organization, attitude and responsibility, respects time, and is able to carry out their obligations in achieving organizational goals, and most importantly discipline in work (Mardiana & Ernawati, 2022). The basic principles of employee discipline are regulated in Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. This regulation governs the obligations, prohibitions, and disciplinary

penalties for civil servants who do not comply with the obligations and/or violate the prohibitions.

The provisions of the technical guidelines for working days and working hours for employees in government agencies of Grobogan Regency were issued by the Circular Letter of the Regent of Grobogan Number SE.800/5216/2021 concerning Technical Guidelines for Working Days and Working Hours. However, ASN has proven to be less than optimal in implementing employee discipline rules regarding the obligation to enter work and the provisions of working hours, which results in hampered services and the implementation of government duties. This also happens to employees of the Grobogan Regency Industry and Trade Office. Employee indiscipline will affect the community satisfaction index because the Grobogan Regency Industry and Trade Office is a government agency that is directly related to the community in public services for industrial and trade affairs in Grobogan Regency. This supervision by the leadership is very necessary because with good supervision, the work can run as expected. The same thing was also conveyed by Rahmat (2022), stating that performing tasks without supervision can reduce work discipline and affect the achievement of company goals. Therefore, continuous monitoring, supervision, and decisive action by the leadership are necessary for organizations, which have a positive impact on their business.

The phenomenon of lack of discipline among civil servants certainly raises concerns for government agencies. Civil servants and PPPK should be able to maintain their quality and set an example in leading the government. The level of quality of employee work discipline is recorded through the employee attendance tool used by the Grobogan Regency Government, namely using the SIMPEL-GAN application, or the Android-based Grobogan Electronic Attendance Information System. The level of employee work discipline does not occur by chance but is influenced by internal and external factors in the work environment. One of the external factors that can affect the level of work discipline of employees includes leadership and supervision. This is supported by previous research conducted by (Mardiana & Ernawati, 2022; Novandri et al., 2023; Nuryadi et al., 2023; Rahmat, 2022; Ramani et al., 2023; Rosalina & Wati, 2020; Winario & Novita, 2022). However, there are other studies on the research gap regarding the relationship between leadership and work discipline and supervision and work discipline, including research conducted by (Akbar, 2023; Hadromi, 2017; Rizal & Radiman, 2019; Suryandari & Linawati, 2024; Yoharis et al., 2025). The results of the study stated that leadership did not have a positive effect on work discipline and supervision had a negative effect on work discipline.

Based on the research gap, there are differences in the results of previous research on leadership and supervision affecting work discipline. This study is a development of previous research by adding a new variable, namely the commitment variable in accordance with the research suggestion (Mardiana & Ernawati, 2022) to explain further phenomena about employee work discipline more comprehensively. Commitment was chosen as an intervening variable based on a theoretical foundation where organizational commitment is considered one of the important determinants in shaping employee work behavior, including work discipline. The use of intervening variables functions as a link or mediator between the independent variables of leadership and supervision and the dependent variable of work discipline. In this case, commitment was chosen as an intervening variable because it plays an important role in translating the influence of leadership and supervision on work discipline. According to (Anggi et al., 2022), commitment is a decision or agreement between those who undertake, suspend, or continue activities, and staff already have one of several options that they consider good. Commitment grows through the feeling that one must be involved in organizational activities; those who have the obligation to have work discipline to achieve the goals determined by the organization (Hendriani, 2020). Thus, the research gap in this study will be solved using the

commitment variable as an intervening variable. Commitment is influenced by leadership and supervision, and this commitment variable is a variable that can affect work discipline.

The purpose of this research is to analyze and explain the influence of leadership and supervision on employee work discipline with commitment as a mediating variable among ASN employees at the Grobogan Regency Industry and Trade Office. The benefits of this research are both theoretical and practical: theoretically, it contributes to the enrichment of organizational behavior literature, especially in public-sector contexts, by clarifying the role of commitment as a mediator in the relationship between leadership, supervision, and work discipline; practically, the findings are expected to assist local government institutions, particularly the Grobogan Regency Industry and Trade Office, in designing effective strategies for enhancing employee discipline through leadership development, supervision optimization, and commitment-building programs.

METHOD

The type of research used to solve problems uses the type of quantitative research. According to (Candra Susanto et al., 2024), quantitative research is a form of research that uses numerical data collection and analysis techniques to test hypotheses, draw conclusions, and understand the relationships between the variables being studied. The types and sources of data in this study were obtained in the form of primary data, namely data obtained directly from the research object. In the research process, data is obtained according to the original source, namely respondents or related informants using research variables, the main data can be in the form of observation outputs, interviews, or data collection through questionnaires.

The primary data used in this study used a questionnaire distributed to all ASN at the Grobogan Regency Industry and Trade Office with a total of 57 ASN employees. The method used for sampling is using *the census method* where this selection and sampling technique is a method of determining the sample using the entire population as a sample. However, in order to maintain objectivity and avoid potential conflicts of interest, 2 people from the population were not included in the filling of the research instrument, namely the head of the work unit and the researcher himself. Thus, although the study population was 57 people, the number of respondents analyzed in this study was 55 ASN. The data collection technique that will be used in this study uses a questionnaire. This study uses a questionnaire using *a likert scale*, where there is a scale sequence of 1 (Strongly Disagree) to 7 (Strongly Agree).

In testing the model and the relationships to be developed in the research, an analysis technique is needed. The analysis technique used in this study uses the Partial Least Square (PLS) *analysis technique* which is operated using *SmartPLS 3.0 software*. The selection of techniques and *software* is adjusted to the needs of researchers and the limited number of research respondents. Smart PLS is becoming a popular choice in quantitative analysis, especially in studies involving complex models, causal relationships, and data that do not meet the assumption of normality. The number of samples used can range from 30 – 100 samples (Ananda Sabil Hussein, SE., M.Com., 2015).

The *outer model* test in this study is using convergent validity tests, *Average Variance Extracted (AVE)*, Discriminant Validity and *Composite Reliability*. The outer model testing in this study aims to evaluate the quality and feasibility of the indicators used in the research instrument (questionnaire). This test is important to ensure that each constructed construct truly reflects the variables in question and that the instrument has an adequate level of reliability and validity.

RESULTS AND DISCUSSION

Convergent Validity Test

In the *outer model test*, the loading factor value was obtained for each indicator. The *convergent validity* reference is determined by a loading factor value of > 0.70 with a *p-value* significance of < 0.05 which indicates that the indicator is statistically significant in measuring the construct in question. Here is the *Path model* after entering all the indicators into the variables is as follows:

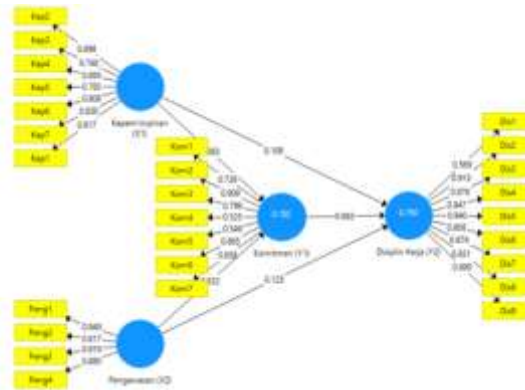


Figure 1. Path model

The *path model* after entering all the indicators into the variable and there is still a *loading factor* value < 0.70 . The test results showed that there were several indicators with a *loading factor* value of < 0.70 . Here is the *loading factor table* after entering all the indicators into the following variables:

Table 1. Loading Factor

	Work Discipline (Y2)	Leadership (X1)	Commitment (Y1)	Supervision (X2)
Dis1	0,569			
Dis2	0,913			
Dis3	0,878			
Dis4	0,947			
Dis5	0,940			
Dis6	0,808			
Dis7	0,874			
Dis8	0,831			
Dis9	0,890			
Kep2		0,898		
Kep3		0,748		
Kep4		0,895		
Kep5		0,783		
Kep6		0,808		
Kep7		0,830		
Kom1			0,726	
Kom2			0,909	
Kom3			0,799	
COM4			0,525	
COM5			0,549	
COM6			0,865	
COM7			0,858	
Peng1				0,949
Peng2				0,817
Peng3				0,919
Peng4				0,880
Kep1		0,917		

Source: Primary Data that has been processed in 2025

From the table, it can be seen that the variables of Work Discipline, namely the Dis1 indicator (0.569) and the Commitment variable, among others: the Kom4 (0.525), and Kom5 (0.549) indicators, turned out *to be* $<$ *loading factor* values of 0.70 so that the three indicators were declared invalid, because their contribution to the construct was not statistically significant which caused the convergence *validity* test requirements not to be met So that these variables must be removed from the model and data processing tests are carried out again. After evaluating the *loading factor* of each indicator in the Commitment construct, it was found that the indicators Kom1 (0.726) and Kom3 (0.799) had relatively lower loading than other indicators such as Kom2 (0.909), Kom6 (0.865), and Kom7 (0.858). Although Kom1 and Kom3 still technically meet the minimum threshold of (≥ 0.7) , this indicator was removed based on considerations to lower the correlation between the constructs of Commitment and Work Discipline, so as to reflect strong discriminant validity and improve the accuracy of the model.

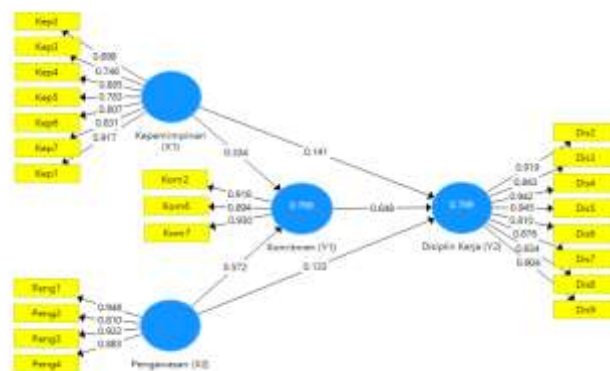


Figure 2. Path model

The path model after eliminating the loading factor value < 0.70 to decrease the correlation between the constructs of Commitment and Work Discipline.

From the image, a loading factor value of > 0.70 with a significance *p*-value of < 0.05 was obtained so that the results of the Discriminant Validity Test were obtained as follows:

Table 2. Advanced Calculation Discriminant Validity Table

	Work Discipline (Y2)	Leadership (X1)	Commitment (Y1)	Supervision (X2)
Work Discipline (Y2)	0,888			
Leadership (X1)	0,792	0,842		
Commitment (Y1)	0,879	0,828	0,914	
Supervision (X2)	0,812	0,864	0,860	0,892

Source: Primary Data that has been processed in 2025

Based on the table, it can be seen that by eliminating the Kom1 and Kom3 variables, the correlation value between constructs is obtained to be lower and the *Discriminant Validity* value increases, this results in a more accurate and valid measurement model.

Average Variance Extracted (AVE)

Average Variance Extracted (AVE) measures how much of the variance of an indicator in a latent construct is described by that latent construct. Measurement The *Average Variance Extracted (AVE)* measurement criterion is an AVE value > 0.5 .

Table 3. AVE Measurement Table

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (Y2)	0,961	0,964	0,967	0,788
Leadership (X1)	0,931	0,938	0,944	0,709
Commitment (Y1)	0,901	0,904	0,938	0,835
Supervision (X2)	0,914	0,928	0,940	0,796

Source: Primary Data that has been processed in 2025

The AVE value of the variables Work Discipline, Leadership, Commitment and Supervision is > 0.5 respectively

Discriminant Validity

Discriminant Validity is obtained by comparing the *square root value of AVE* of each construct using relationships between other constructs in the model.

Table 4. Discriminant Validity Measurement Table

	Work Discipline (Y2)	Leadership (X1)	Commitment (Y1)	Supervision (X2)
Dis2	0,919			
Dis3	0,863			
Dis4	0,942			
Dis5	0,945			
Dis6	0,810			
Dis7	0,876			
Dis8	0,834			
Dis9	0,904			
Kep2		0,898		
Kep3		0,746		
Kep4		0,895		
Kep5		0,783		
Kep6		0,807		
Kep7		0,831		
Kom2			0,918	
COM6			0,894	
COM7			0,930	
Peng1				0,948
Peng2				0,810
Peng3				0,922
Peng4				0,883
Kep1		0,917		

Source: Primary Data processed, 2025

Shows that the *cross loading* value of each variable > 0.70.

Composite Reliability

The reliability test refers to the *Cronbach's alpha* value of each research instrument. An instrument can be said to be reliable if *Cronbach's alpha* value of each instrument is >0.70.

Table 5. Cronbach's Alpha Measurement Table

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Information
Work Discipline (Y2)	0,961	0,964	0,967	0,788	Reliabel
Leadership (X1)	0,931	0,938	0,944	0,709	Reliabel
Commitment (Y1)	0,901	0,904	0,938	0,835	Reliabel
Supervision (X2)	0,914	0,928	0,940	0,796	Reliabel

Source: Primary Data processed, 2025

Cronbach's alpha of each research instrument > 0.7 so it can be said that this research instrument is reliable and valid.

Inner Model Test

The Inner Model test can be done by calculating the R-square and F-square which are broken down as follows:

R-square

Table 6. R-Square Measurement Table

	R Square	R Square Adjusted	Information
Work Discipline (Y2)	0,789	0,776	Strong
Commitment (Y1)	0,769	0,760	Strong

Source: Primary Data processed, 2025

In accordance with the R-square requirements, namely: 0.75 = Strong; 0.5 = Medium; 0.25 = Weak. All independent variables were able to explain their influence on the Commitment variable (Y1) of 76.0% and the variable of Work Discipline (Y2) of 77.6% (Strong).

Significance Test (Hypothesis Testing)

Direct Influence

The conditions of the hypothesis test are if the p-value < 0.05 is significant, and if the p-value > 0.05 is insignificant.

Table 7. Direct Influence P-value Measurement Table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Leadership (X1) -> Commitment (Y1)	0,334	0,334	0,152	2,202	0,028	H1 Accepted
Oversight (X2) -> Commitment (Y1)	0,572	0,545	0,157	3,643	0,000	H2 Accepted
Commitment (Y1) -> Work Discipline (Y2)	0,648	0,665	0,154	4,217	0,000	H3 Accepted
Leadership (X1) -> Work Discipline (Y2)	0,141	0,126	0,168	0,841	0,401	H4 Not accepted
Supervision (X2) -> Work Discipline (Y2)	0,133	0,087	0,236	0,564	0,573	H5 Not accepted

Source: Primary Data processed, 2025

The direct effect was received on the relationship between Leadership to Commitment (p-value 0.028), Supervision of Commitment (p-value 0.000), and Commitment to Work Discipline (p-value 0.000). The P-value in the relationship between Leadership and Work Discipline is 0.401, which means that Leadership has no direct effect on Work Discipline. The P-value in the relationship of Supervision to Work Discipline is 0.573, meaning that Supervision has no direct effect on Work Discipline.

Indirect Influence

The conditions of the hypothesis test are if the p-value < 0.05 is significant, and if the p-value > 0.05 is insignificant.

Table 8. Indirect Influence P-value Measurement

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Leadership (X1) -> Commitment (Y1) -> Work Discipline (Y2)	0,217	0,221	0,110	1,964*	0,050*	H6 Accepted
Supervision (X2) -> Commitment (Y1) -> Work Discipline (Y2)	0,370	0,372	0,154	2,412	0,016	H7 Accepted

Source: Primary Data processed, 2025

It can be seen that the *p-value* of the relationship between Leadership and Work Discipline through Commitment is 0.050. This value is right at the significance threshold of 0.05 and the *Statistics T value* of 1.964 which means that it is theoretically and statistically significant but the power of influence is relatively weak so that it is concluded that the intervening variable Commitment has an effect/role in mediating Leadership towards Work Discipline. The *P-value* of the relationship between Supervision of Work Discipline through Commitment is 0.016 so that it is concluded that the intervening variable of Commitment has an effect/role in mediating Supervision of Work Discipline.

Effect size (F-square)

Table 9. F-Square Measurement Table

	Work Discipline (Y2)	Leadership (X1)	Commitment (Y1)	Supervision (X2)
Work Discipline (Y2)				
Leadership (X1)		0,021		
Commitment (Y1)		0,459		
Supervision (X2)		0,016		0,359

Source: Primary Data processed, 2025

In accordance with the criteria of the *F-square* value of 0.02 is small, the value of 0.15 is medium, and the value of 0.35 is large, and the value of less than 0.02 can be negligible or has no effect, then it can be seen from the Table data that Leadership has a positive effect on Work Discipline and also affects Commitment but the effect is relatively small. Meanwhile, Commitment has a great influence on Work Discipline. Supervision has no effect on Work Discipline but Supervision has a great effect on Commitment.

Discussion

This research uses the main theory of *Attribution theory*, this theory was originally introduced by Fritz Heider in 1958 and then further developed by Bernard Weiner in 1985 in the realm of motivation and work behavior. In the application of this theory it is explained that in assessing an action, it is important to understand whether the behavior is triggered by internal factors such as Commitment, Supervision from oneself or external factors such as Leadership. In an organization, the way employees interpret leadership actions and supervisory systems greatly determines how they understand and respond to working conditions. This perception will in turn shape a work attitude, which can then influence their behavior and level of involvement in the organization.

The Influence of Leadership on Commitment

Based on statistical tests conducted in research using *SmartPLS*, it was found that leadership has a positive and significant effect on employee work commitment, this means that

the better the quality of leadership applied in the organization, the higher the level of employee work commitment, if the leadership applied in the organization is less effective has the potential to reduce work commitments. ASN employees will interpret the concern and consistency of the leadership as a reflection of a positive internal character. This perception will encourage the formation of trust and loyalty, which can ultimately strengthen the commitment to the organization. According to (Winario & Novita, 2022), leadership is a leader's behavior pattern in influencing the positive traits and behaviors of subordinates to be directed to achieve organizational goals.

A leader who has the desire to increase employee work commitment is not enough just to give orders, but must be a good role model, can build strong relationships with subordinates, and can create a conducive work environment. In this study, qualitative support obtained from the respondents' answers to the questionnaire's open-ended questions that respondents want leadership that can create a pleasant work environment are as follows:

"Leadership that highly appreciates subordinates for the creative ideas of subordinates can be maximized" (Respondent 45).

"Leadership that is able to inspire, motivate others to achieve common goals and has a clear vision and integrity" (Respondent 5).

The results of this study are in line with attribution theory, where this theory explains that individual behavior is influenced by two factors, namely internal and external. In this study, leadership attitudes are an external factor for ASN employees, but also an internal factor for the leader himself. Effective leadership is characterized by several main characteristics, including the ability of leaders to convey the organization's vision and mission clearly, the existence of open two-way communication, being able to create a work climate based on mutual trust, and sensitivity to the conditions of subordinates. This can strengthen the emotional attachment and work commitment of ASN employees in the work environment.

The leadership pattern at the Grobogan Regency Disperindag has proven to be able to shape the work commitment of its employees. This is because leaders have concern and consistency in maintaining a shared commitment to achieve organizational goals. This attribution process is also influenced by the background and level of education of ASN employees of the Grobogan Regency Disperindag who are able to process information and understand the direction of the leadership's policies, so that the attribution process tends to be stable without any bad prejudices. In addition, the leaders in the structural circles at the Grobogan Regency Disperindag agency are male, this can create social closeness, so that there is a sense of security and high trust in the decisions made by the leadership. This condition can also affect the way ASN employees give a positive assessment of the leadership.

The results of the research that have been conducted show that Leadership has a significant effect on Commitment. This is in line with research conducted (Rika Putri Gemini, 2021) that leadership has a positive effect on commitment. Research conducted by (Anggi et al., 2022) also states that leadership variables have a positive effect, which means that leadership has a significant positive effect on organizational commitment. Efforts to improve the quality of leadership can be carried out by creating a work climate of mutual trust, and responsiveness to the conditions of subordinates so that it can strengthen the emotional attachment of employees of the Grobogan Regency Disperindag.

The Effect of Supervision on Commitment

Based on the test results, it was found that supervision has a significant influence on employee commitment. These results show that the more effective the supervision applied in the work environment, the higher the employee's commitment to the organization, and vice versa if supervision is not carried out effectively, it will actually have a negative impact on employee work commitment.

Supervision is one of the most important functions in management that aims to ensure that the implementation of employee duties and responsibilities can run in accordance with standards, rules, and in accordance with organizational goals. According to (Satyawati, 2020) supervision is one of the organizational factors that can affect commitments that can give rise to or form a responsibility.

A leader in an organization needs to conduct systematic and continuous supervision to ensure that the employee's work goals are achieved. Effective supervision can provide clarity regarding the work standards and expectations of an organization, therefore the quality of supervision is highly dependent on the awareness and integrity of a leader.

In this study, qualitative support was obtained from the respondents' answers to the questionnaire's open-ended questions about supervision that ideal can improve performance as follows:

"Supervision is still too loose, ideal supervision must be carried out carefully and in accordance with regulations" (Respondent 13).

"Supervision should be carried out regularly, periodically and continuously" (Respondent 11).

The implementation of attendance and work discipline supervision through SIMPEL-GAN at the Grobogan Regency Disperindag is carried out once a month and the implementation of the Annual Performance Evaluation of SKP employees through the ePerformance application is also carried out every three months where there is strict supervision and assessment of the achievement of targets.

Most of the employees of the Grobogan Regency Disperindag are of relatively short working age, thus ASN employees will view consistent, supportive, and fair supervision as part of the form of trust and coaching by superiors, so as to strengthen their commitment to achieving the goals of the Grobogan Regency Disperindag.

The results of this study are in line with attribution theory, where this theory explains that there are two factors that can affect a person's behavior, both of which are internal factors and external factors. In this study, supervision is an external factor for ASN employees, because supervision comes from outside themselves and is under the control of superiors or leaders. Supervision carried out by leaders can affect the perception, attitude and commitment of employee work discipline.

Based on the findings in order for supervision to run effectively at the Grobogan Regency Disperindag, leaders should be able to provide a discussion space as an example of the causes of employee lack of discipline, ask the reason for delays, guide in filling out work plans and work results through the eKinerja application. To increase employee commitment through supervision, a leader should not only focus on assessing work results but should also provide feedback and suggestions for improvement so that employees are more open to receiving evaluations which in the end commitment will increase because they feel fostered and not just supervised.

The results of the study show that supervision has a significant influence on employee commitment, this is in line with and supports the results of previous research conducted by (Ningsih et al., 2023) stating that supervision has a positive and significant influence on organizational commitment.

The Effect of Commitment on Work Discipline

The test results show that commitment has a significant effect on employee work discipline. This shows that employees who have high commitment will carry out their duties and comply with organizational regulations, on the other hand, employees who have low commitment tend to show a lack of responsibility for their duties and lack of compliance with organizational regulations. Low commitment also has an impact on declining productivity and service quality, making it a serious challenge for management in building effective and

sustainable organizational performance. According to (Chania & Aris Siregar, 2021) commitment is the involvement and loyalty of an employee to the organization where he or she works.

The formation of employee work commitments is a strategic process that needs to be carried out by an organizational leader in order to create employee loyalty to the organization. Therefore, work commitment can be an important foundation in forming a sustainable culture of discipline in the work environment.

In this study, qualitative support was obtained from the respondents' answers to the questionnaire's open questions about what factors can make them feel comfortable and committed to continue working at the Disperindag are as follows:

"Committed because the duties as ASN are the obligations and responsibilities of ASN"
(Respondent 08).

"The work environment at the Grobogan Regency Disperindag is conducive, so it spurs to reach the highest point in work" (Respondent 45)

The influence of commitment on the work discipline of employees of the Grobogan Regency Disperindag shows that the organization needs to pay more attention to fostering individual commitment, with a strong commitment to encourage disciplined work behavior, so as to support the effective achievement of organizational goals.

The results of this study are in line with attribution theory, where this theory explains that there are two factors that can affect a person's behavior, both of which are internal factors and external factors. In this study, commitment is internal because it arises from within the individual employee, not due to direct pressure from the outside environment. Commitment cannot grow instantly, but is built through consistent interaction, a positive work culture, and a management system that favors employee development.

Efforts to increase employee commitment can be carried out by the Grobogan Regency Disperindag, namely by providing socialization about ASN values and ASN work ethics on a regular basis, this delivery can be through staff meetings, briefings or at the time of morning apples, so that employees will be motivated and feel obliged to maintain discipline by themselves.

The results of this study are in line with (Hendriani, 2020) stating that organizational commitment is an employee's attitude to remain in the organization and have involvement in efforts to achieve organizational goals, with the results of the research that commitment has a positive and significant effect on work discipline. This is also in line with other research that has been conducted by (Malinda, 2025) which states that organizational commitment has a positive and significant effect on work discipline at the Batiqa Hotel Palembang.

The results of this study support the attribution theory that states that a positive perception of the work environment will form internal attitudes such as commitment, which in turn affects the work behavior of employees at the Grobogan Regency Disperindag. A strong commitment, both due to internal factors (ASN awareness) and external factors (supportive work environment), is the foundation for disciplined behavior.

The Influence of Leadership on Work Discipline

Based on the results of the path analysis, it is known that leadership does not have a significant effect on work discipline. Proper leadership can develop a conducive work environment situation and can improve discipline for employees. On the other hand, leadership that is not adjusted to the characteristics of employees and existing tasks can encourage employees to feel less enthusiastic and even lose enthusiasm for work, causing employees to be undisciplined in work (Rosalina & Wati, 2020).

These results indicate that although leadership can theoretically form a conducive work environment and support the disciplined behavior of ASN employees of the Grobogan Regency

Disperindag, the influence is not strong enough. Work discipline in government agencies is more shaped by formal regulatory systems, digital attendance mechanisms, and reward and punishment systems, the implementation of which does not fully depend on the role of direct leadership.

The results of the study show that leadership cannot directly improve employee discipline in the Grobogan Regency Disperindag, but the influence of this leadership is more dominant through indirect channels. This reinforces the results of research (Rizal & Radiman, 2019), and (Suryandari, & Linawati, 2024) which prove that discipline is not influenced by leadership style.

Research shows that leadership does not have a direct influence on work discipline, it can be seen that there are still employees who are not disciplined. This shows that the assessment of the discipline of ASN employees of the Grobogan Regency Disperindag is not completely influenced by a leader. In government organizations, work discipline is governed by regulations, SOPs and administrative sanction systems. This work discipline is formed due to work habits, organizational culture, or fear of punishment. In calculating the amount of employee incentive receipts, it is not only calculated based on performance assessment by the leadership through the SIAPGAN application, but also based on the presence of the employee through SIMPEL-GAN, the percentage of which is not influenced by the leadership.

The results of this study are in line with the attribution theory, that the work behavior of employees of the Grobogan Regency Disperindag is formed through the individual perception of employees of their work environment, and is not solely always determined directly by external factors such as organizational leadership. This is in line with the qualitative support of the respondents' answers to the questionnaire's open-ended questions which stated that none of the respondents directly mentioned leadership as the main factor of work discipline, instead the respondents focused more on:

The importance of implementing a sophisticated and accurate digital attendance system
(Respondents 02, 11, 37) and

The reward and punishment mechanism (Respondents 05, 03) that needs to be applied to the Grobogan Regency Disperindag.

Therefore, the formation of work discipline of employees of the Grobogan Regency Disperindag is more influenced by the perception of the organization's internal systems and policies than direct leadership. Leadership policies must be balanced with *punishment* and clear regulations, which means that employees who violate the rules are sanctioned but outstanding employees should also be given awards so that the existing regulations are felt fair for all employees.

The Effect of Supervision on Work Discipline

Based on the results of the path analysis, it is known that the direct influence of supervision on work discipline is not significant, which means that supervision has not been proven to directly affect the level of employee discipline. According to (Kurniawan et al., 2022), the higher the work supervision of employees, the higher the quality and quantity of employee work due to the increase in employee discipline. Furthermore (Kurniawan et al., 2022) such low supervision will affect the perseverance, dedication and loyalty, initiative and creativity of employees at work which will have an impact on decreasing employee work discipline.

From the results of the study, it is shown that supervision does not significantly affect employee discipline at the Grobogan Regency Disperindag, it can be concluded that the fifth hypothesis that supervision affects work discipline (H5) is not supported (rejected). This insignificant condition can be explained by several interrelated factors, namely: a) The work discipline of employees of the Grobogan Regency Disperindag tends to be more influenced by

internal factors, such as personal commitment, individual values, and perception of responsibility, b) The supervision system at the Grobogan Regency Disperindag, has been transformed through the implementation of automated systems, such as digital attendance or biometric presence (SIMPELGAN) so that work discipline is more influenced by incentive sanctions, not the active role of supervision from superiors.

This system allows control to be carried out objectively and consistently, so that the role of direct supervision from the leadership becomes less dominant in shaping disciplinary behavior, which means, not because supervision is not important, but because the existing supervision is not effective, so that it does not have a real impact on disciplinary behavior in the Grobogan Regency Disperindag. This is in line with the results of research (Yoharis et al., 2025) and (Watimah et al., 2017) which explain that supervision does not have a significant effect on work discipline. However, contrary to research conducted by (Novandri et al., 2023), (Nuryadi et al., 2023) and (Rahmat, 2022) which explains that supervision has a positive effect on work discipline.

The role of external supervision remains but is less effective in shaping disciplinary behavior because it does not touch the motivational and awareness aspects of the individual. This reinforced respondent's statement on the qualitative support questionnaire open-ended questions is as follows:

"Supervision at the Grobogan Regency Disperindag is still too loose" (Respondents 13, 33).

The results of this study are in line with attribution theory (Weiner, 1985), which states that individual behavior is influenced by internal and external factors. In this study, supervision is an external factor, but tends not to show a statistically significant influence on employee work discipline.

Supervision can be more effective in encouraging employee work discipline, supervision should be carried out regularly and periodically, every violation of disciplinary rules must be followed up firmly and fairly by providing *punishment* and *rewarding* ASN employees who carry out work discipline properly.

The Influence of Leadership on Work Discipline through Commitment

Based on statistical tests in this study, commitment was proven to be able to mediate the influence of leadership on work discipline. Although leadership does not directly affect work discipline, it is through indirect channels, namely through commitment, the influence of leadership on work discipline becomes significant.

The findings of this study show that theoretically and statistically commitment variables have an effect/role in mediating leadership to work discipline is significant but the power of influence is relatively weak. With the implementation of tupoksi in accordance with the position, it will indirectly realize a sense of responsibility so that employee loyalty to the organization, namely the Disperindag of Grobogan Regency will be formed in accordance with the vision and mission of the Grobogan Regent. Loyalty to the leadership is the reason why Commitment successfully mediates Leadership to Work Discipline. This is in line with research conducted by (Ramani et al., 2023) and (Mardiana & Ernawati, 2022) which states that leadership has a positive effect on work discipline.

In contrast to the results of the study (Suciono, 2016) that transformational leadership has a insignificant effect on employee work discipline by being mediated by organizational commitment, which means that organizational commitment is not a mediator of the influence of transformational leadership on work discipline.

This study refers to Attribution Theory, which says that attribution to leadership may not be the main factor that encourages employees to commit, but employees may interpret their commitment internally more from personal values, needs, or work culture rather than due to the influence of the leader (as an external factor).

This is reinforced by the qualitative support of the respondents' answers to the questionnaire's open questions as follows:

"Desire to develop a career outside the Grobogan Regency Disperindag." (Respondents 05)

"Expect leaders who can encourage two-way communication." (Respondents 33)

Both statements reflect that employees attribute their motivation and discipline to internal factors, such as the drive to develop a career and the psychological need for good communication. This is in line with attribution theory which emphasizes that work behavior is formed from an individual's perception of the causes of his behavior, both internal and external. In this case, personal commitment and motivation are the dominant internal factors that drive discipline, while leadership is only an indirect influence through commitment.

To continue to improve the work discipline of ASN mediated by commitment, the leadership applied needs to be directed at strengthening employee loyalty. This can be done by: providing tasks and responsibilities that are in accordance with the employee's duties and competencies, creating two-way communication, where leaders actively listen to complaints and inputs from employees and provide constructive feedback, as well as providing career development opportunities clear and fair, so that employees feel valued and have a future in the organization which will ultimately have an impact on improving employee work discipline.

The Influence of Supervision on Work Discipline through Commitment

Based on the statistical tests conducted in this study, commitment is proven to mediate the relationship between supervision and work discipline. This is shown by the direct influence of supervision on work discipline that is not significant, but the indirect influence of using through commitment becomes significant. These findings are in line with research conducted (Akbar, 2023) and (Watimah et al., 2017) which shows that supervision can not always directly improve work discipline, but requires an intermediary factor with commitment.

The qualitative support obtained from the respondents' answers to the questionnaire's open-ended questions also strengthened the results of this study, as follows:

"Sometimes supervision from superiors only focuses on results, not processes, so it doesn't make me feel bound or motivated to discipline" (Respondent 16).

"Supervision encourages commitment and leads to a disciplined and productive work pattern" (Respondent 08).

This statement shows that supervision is an external factor that can encourage employees to be more obedient and responsible. When supervision is considered as a form of organizational attention and justice in the Grobogan Regency Disperindag, this can build an internal commitment to encourage disciplined work behavior.

Employees of the Grobogan Regency Disperindag tend to attribute supervision as an external factor that is supportive and fair, not as a form of control or punishment. When supervision is perceived as attention and guidance from superiors, employees will form positive internal attributions, such as feeling trusted, appreciated, and responsible for the organization. This kind of internal attribution will build affective commitment (emotional attachment) and normative commitment (sense of moral obligation), which ultimately encourages disciplined work behavior, even without constant direct supervision.

Therefore, the supervision carried out should be guided, especially by direct supervisors such as the Head of Field. ASN employees do not feel repressively supervised, but feel directed and trusted to develop. In the view of attribution theory, this allows ASN employees to interpret supervision as an internal encouragement to grow and achieve optimal work results. When this internal motivation is formed, then disciplinary behavior arises as a result of personal beliefs, not simply obedience to rules.

Thus, a supervisory approach that builds commitment becomes an effective strategy in shaping work discipline, as it balances external attribution (a supportive work environment) with internal attribution (personal responsibility)

CONCLUSION

The research concluded that leadership and supervision both have a positive and significant impact on employee commitment among ASN employees at the Grobogan Regency Disperindag, with better leadership and more effective supervision leading to higher commitment levels. Commitment itself positively influences work discipline, meaning employees with stronger commitment demonstrate better discipline. However, leadership and supervision do not directly affect work discipline significantly; instead, their influence occurs indirectly through commitment as a mediating factor. This indicates that fostering employee commitment is crucial for leadership and supervision to effectively enhance work discipline. Future research could explore other potential mediators or moderators, such as organizational culture or job satisfaction, to deepen understanding of the mechanisms through which leadership and supervision affect work discipline.

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