



The Effect of Competency, Work Discipline, Team Work and Organization Support to Quality of Work Life, Satisfaction and Performance of Drivers Oto Bus Inter City in East Java

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Abstract

This study is about the influence of competence, team work, organizational support, and work discipline, to the quality of work life, satisfaction, and performance of inter-city bus drivers in East Java Province. The study population is 367 inter-city bus drivers whose headquarters are in Gerbang-kertosusila East Java. Test model with Generalized Least Square Estimation (GLS), structural equation model (SEM) analysis, proportional random sampling method and Amos 22 software aid, on 250 respondents. The test results show the model (fit) seen from the value of GFI, AGFI, TLI, CFI, RMSEA and CMIN / DF, each of 0.928, 0.912, 0.958, 0.967, 0.082 and 1.734 are all within the expected range of values so that the model can be accepted. The results showed that: 1). Competence affect the quality of work life. 2). Competence affects driver satisfaction. 3). Competence affects the driver's performance. 4). Work discipline affect the quality of work life of the driver. 5). Work discipline affects driver satisfaction. 6). Work discipline affects the driver's performance. 7). Team work affects the quality of work life of the driver. 8). Team work has a significant influence on driver satisfaction. 9). Team work has an effect on the driver's performance. 10). Organizational support has an effect on the quality of work life. 11). Organizational support affects driver satisfaction. 12). Organizational support affects the driver's performance. 13) Quality of work life affect the driver's performance. 14) Job satisfaction has no significant effect on driver's performance.

Keyword: Competence, Team Work, Organizational Support, Work Discipline, Quality of Work Life, Satisfaction, Performance.

1. Introduction

Organization is a social system with human resources (HR) which is the main factor to achieve effectiveness and efficiency (Akhigbe, 2013); (Rad & Yarmohammadian, 2006); (Sawitri & Muis, 2014), One form of organization within the company in the form of an assignment system, reporting relationships, and communication patterns called organizational structure (Pianese et al., 2023). The principle of departmentalization and formalization in traditional / mechanistic organizational structures is illustrated by the existence of work units, while in organic organizations in the form of work teams tailored to the competencies of each employee (Jerab & Mabrouk, 2023). The choice to implement organic organizations is one of the steps that companies can take (Alavi et al., 2014); (Koçyiğit & Akkaya, 2020); (Pham, 2009) to achieve flexibility and agility in the decision-making process while accelerating employee work processes.

Reliable and professional employees can be realized through human resource management (HR) optimally in facing the demands of changes in environmental dynamic that is so fast as the acceleration of information and technology changes in the current era of globalization (Stofkova & Sukalova, 2020). Each employee has the competence, and different characteristics and have their respective advantages that can be developed maximally so as to produce good performance in an organization (Wijaya et al., 2023). In a team, the difference of opinion between team members is positive, beneficial and necessary because with disagreement



on a team it will lead to effective problem solving and can even create a creative strategy. The exchange of opinion of a team can create new possibilities that can be taken because in the presence of these differences will keep a company alive and thriving, if the difference is indicated and can be resolved openly (Jamshed & Majeed, 2018).

The high performance will be balanced with the work discipline of employees, Byars and Rue (1995) states there are several things that can be used, as an indication of the high low employee discipline, namely: timeliness, adherence to superiors, regulations against illicit behavior, directly related to work productivity (Hariyono et al., 2023); (Bugdol, 2018). While De Cenzo in Robbins (2014) suggests the type of problems in discipline, among others: attendance, behavior in work (in the work environment), dishonesty, activities outside the work environment. Through discipline also arises desire and awareness to obey the rules of organization and social norms (Sitopu et al., 2021). However, supervision over the implementation of the discipline needs to be done (Bugdol, 2018).

Support for employees is one of the way organizations generate optimum performance, when employees feel supported by their organization (Hapsari et al., 2021); (Rasool et al., 2021), will re-support the behavior desired by the organization (Eisenberger et al., 2010). The same is true of Hu, et al. (2011), Eder & Eisenberger (2008) in his study of the relationship between organizational support and employee performance. job satisfaction, discipline and work environment will affect various important factors for individuals and organizations.

Some inter-city bus drivers whose headquarters are located in Gresik, Bangkalan, Mojokerto, Surabaya, Sidoarjo and Lamongan or better known as Gerbangkertosusila East Java area on initial observation (interview) with incidental sampling method, in mid-May to July 2019 at terminal Bungurasih, Waru, Sidoarjo, to about 150 respondents. From the results of the temporary observation obtained the picture that the performance of inter-city bus driver has not been good or not optimal as expected by the management allegedly caused by satisfaction is still not optimal this is caused by the low quality of working life of the driver, low support organization, team work, and poor work discipline.

The quality of work life aspect (QWL) of the driver is not good, resulting in the driver's discontent. As Kondalkar (2009) points out, quality of work life (QWL) is associated with a high level of job satisfaction from individuals who enjoy their work forms within the organization. The QWL criteria definition also states that dissatisfaction with work life is a problem that will affect almost all workers at one time or another in relation to the social position or social status of the worker. Frustration, boredom, and anger often occur in employees who are less satisfied by their work life, and can have an impact on the individual itself.

This is the basis of more in-depth research on the influence of competence, team work, organizational support, and work discipline with quality of work life, job satisfaction and performance of inter-city bus drivers in East Java. The results of this study are expected to further encourage the improvement of driver's performance through increased competence, increased discipline of team work enhancement, increased organizational support, improved quality of work life, and increased job satisfaction. This research was conducted only on Inter City Bus Driver in East Java Province.

2. The Art of Research

The framework of thinking process of this research is based on theoretical and empirical part which produces a gap which then becomes the research problem of the variables for further study, from the variables are: Competence (X1), is a combination of knowledge, skills, values and attitude reflected in the habit of thinking and acting (Stofkova & Sukalova, 2020; Wijaya et al., 2023). Work Dicipline (X2), is the ability of team members to work together, communicate effectively, anticipate and meet the needs of each other, and inspire confidence to produce coordinated collective action (Hariyono et al., 2023; Bugdol, 2018). Organizational support (X3), is an employee's perception of how far organizations value their contributions and care about their well-being (Robbins, 2014). Workplan (X4), is an operative function of human resource management that reflects the extent of a person's sense of responsibility for the tasks assigned to him (Heywood et al., 2008). Quality of Work Life (Z1), an employee's perception of his or her mental and physical well-being when working can be described. (Haryono & Pamungkas, 2021). Job Satisfaction (Z2) is the level of positive feelings or satisfaction felt by an employee towards their work in relation to co-workers and superiors, salary, career development opportunities, and company policies (Sunarsih, 2017). Employee Performance is a method used to evaluate the extent to which an employee achieves the goals, standards,

or expectations set by the company consisting of employee contributions, productivity, and effectiveness in carrying out their duties and responsibilities (Sawitri & Muis, 2014); (Wijaya et al., 2023). The appearance of the framework of thought in this study will be presented in Figure 1.

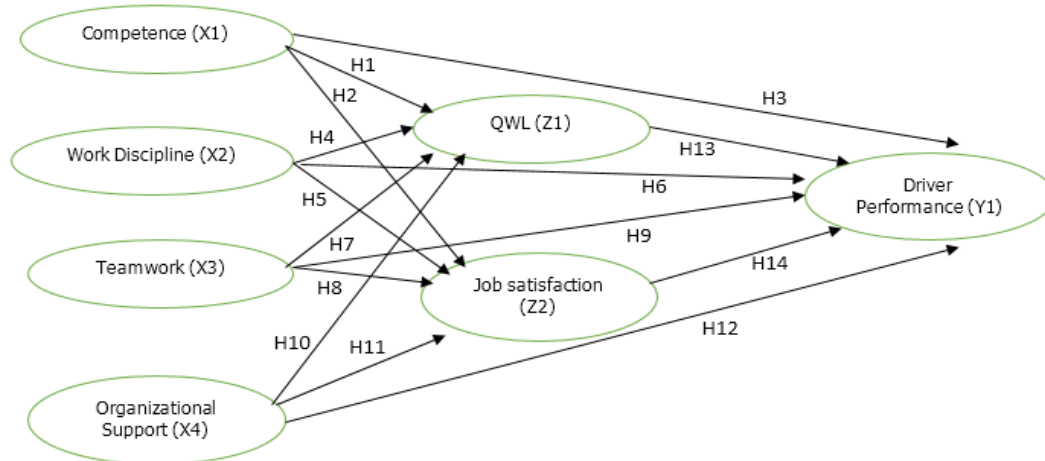


Figure 1. Conceptual Research Framework

Hypothesis in research as follows:

4. Competence has a significant effect on quality of work life of inter-city bus driver in East Java Province.
5. Competence has a significant effect on the satisfaction of inter-city bus driver in East Java Province.
6. Competence has a significant effect on the performance of inter-city bus drivers in East Java Province.

2. Table 1. Total Population and Sample of Bus Driver by Location

No	Name Oto Bus	Driver	Sample
1	Kalisari	44	17
2	Sumber Group	52	20
3	Eka	31	12
4	Menggala	25	9
5	Gunung Harta	21	8
6	Titian Mas	22	9
7	Setiawan	17	7
8	Hafana	27	11
9	Perum Damri	67	26
10	Indonesia	15	6
11	Haz	12	5
12	Jawa Indah	46	18
13	Baruna	37	15
14	Moedah	12	5
15	Widji	23	9
16	Widji Lestari	37	15
17	Kemenangan	16	6
18	Jaya Utama	33	13
19	Mira	43	17
20	Mawar	32	13
21	Sabar Indah	25	9
Total		637	250

4. Work discipline significantly influence the quality of work life of inter-city bus drivers in East Java Province.
5. Work discipline has a significant effect on the satisfaction of inter-city bus driver in East Java Province.
6. Work discipline significantly influences the performance of inter-city bus drivers in East Java Province.



7. Team work has significant effect on quality of work life of inter-city bus driver in East Java Province.
8. Team work has a significant effect on the satisfaction of inter-city bus driver in East Java Province.
9. Team work has a significant effect on the performance of inter-city bus drivers in East Java Province.
10. Organizational support has a significant effect on the quality of work life of inter-city bus drivers in East Java Province.
11. Organizational support has a significant effect on the satisfaction of inter-city bus driver in East Java Province.
12. Organizational support has a significant influence on the performance of inter-city bus drivers in East Java Province.
13. Quality of work life has a significant influence on the performance of inter-city bus drivers in East Java Province.
14. Job satisfaction has a significant effect on the performance of inter-city bus driver in East Java Province

3. Method

The research method used in this research is explanatory research method (Hair et al., (2008) which will prove the causal relationship between independent variables (Competence variable, Team Work, Organizational Support, Work Displam, and intervening variable variables) are Quality of Work Life, Job Satisfaction and dependent variable (variable dependent variable). The performance of Inter City Bus Driver in East Java is conducted during February to April 2017. The analysis unit in this research is Inter City Bus driver in East Java Primary and secondary data were collected by cross section, ie one time research using multiple respondents. The population in this study is inter-city bus drivers consisting of 21 companies Oto Bus, and as many as 637 drivers who each number of drivers. Determination of this population as much as 85% bus oto located in East Java headquarters are located in Gerbangkertosusila East Java. Meanwhile, specifically for Bangkalan City, and Mojokerto there is no inter-city bus inter-city headquarters, which is the center of tourist buses. Samples to represent populations according to the Slovin formula in Bungin (2011) are obtained in Table 1 below.

4. Result

1. Test Validity and Reability Test

To test the validity and reliability of the instruments in this study used 30 respondents test. The way to measure validity according to Singarimbun and Effendi (2014) can use internal consistency with Pearson product moment correlation (significance < 0.05 and correlation > 0.4 is valid) and for reliability measurement according to Hair, et al. , (2010) may also use the cronbach alpha (α) coefficient of 0.6 or more so that the research data is considered good enough or reliable to be used as input from the data analysis.

The results of the validity test show significant (See Table 2) for all indicator or question items, which means the indicators or question items for each of the variables contained in the questionnaire have met the validity requirement of significance < 0.05 and have a significant correlation on average error of 5%. The result of reliability test with cronbach alpha test in this research shows that all research variables are reliable.

Table 2. Validity and Reability Test Results

Variabel	Pearson	Information	Koefisien alpha (α)	Standar (α) = 0.60
Competence				
X1.1	0.851**	Valid	0,923	<i>Reliable</i>
X1.2	0.770**		0,848	
X1.3	0.819**		0,885	
Work Discipline				
X2.1	0.911**	Valid	0,911	<i>Reliable</i>
X2.2	0.609**		0,798	
X2.3	0.717**		0,858	
Team Work				
X3.1	0.878**		0,875	

X3.2	0.691**		0,858	
X3.3	0.743**	Valid	0,870	Reliable
X3.4	0.846**		0,884	
X3.5	0.830**		0,889	
X3.6	0.682**		0,725	
Organizational Support				
X4.1	0.811**	Valid	0,900	Reliable
X4.2	0.638**		0,798	
X4.3	0.747**		0,734	
Quality of Work Life				
Z1.1	0.638**	Valid	0,765	Reliable
Z1.2	0.639**		0,766	
Z1.3	0.758**		0,766	
Job satisfaction				
Z2.1	0.851**		0,923	Reliable
Z2.2	0.770**	Valid	0,848	
Z2.3	0.819**		0,885	
Z2.4	0.911**		0,911	
Driver Performance				
Y1	0.609**	Valid	0,798	Reliable
Y2	0.817**		0,758	
Y3	0.878**		0,875	

3. Measurement Research Model

Before reviewing the measurement model of each variable in this study according to Ferdinand (2012) will be analyzed first dimensions of the indicators that make up each variable the amount of regression value that exist between the dimensions with the indicator, or between the indicator variables (loading factor) ≤ 0.40 has a weak relationship, at 0.41 - 0.55 has a moderate relationship, 0.56 to 0.69 has a strong relationship and the value of ≥ 0.70 has a very strong relationship (table 3).

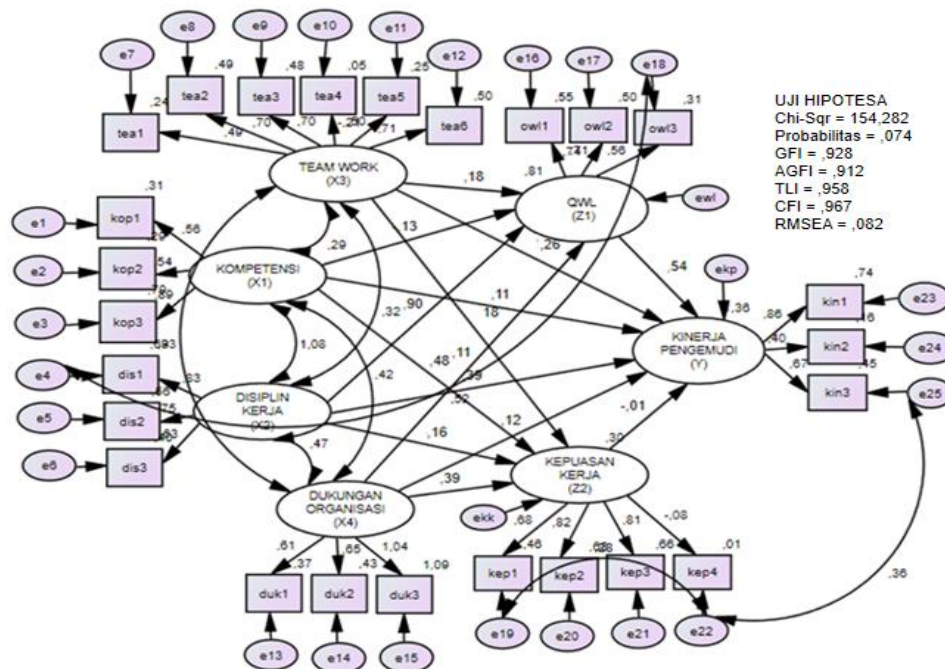


Figure 2. SEM Analysis Model

a. Competency Variables



Indicators of the Competency variables consist of: Knowledge (knowledge), Skill (skills), and Self concept (self concept). it is known that the dominant factors that make up Competence are Self Concepts with value of 0.819, Knowledge (knowledge) with a value of 0.585, and Skill (skills) with a value of 0.479. Based on the result of statistical test the value of CR (critical ratio) for each indicator forming the Competence variable is greater than 2 (Joreskog and Sorbom, 1996), thus, the six indicators are the indicators that significantly form the Competency. The greatest contribution in establishing Competence is the indicator of Self concept, Knowledge (knowledge), and Skill (skill)

b. Variable Work Discipline

Indicators of the work discipline variables consist of: Attendance, Timeliness, and Regulatory compliance. The analysis by using factor analysis to find the variable forming factor of Work Discipline, it can be seen that the dominant factors that make up the Work Discipline are Punctuality of work (0.932), followed by Attendance (0.859), and Obedience to the regulation (0.770)

Table 3. Estimated Parameters Proposed Model

Regression Weights	Estimate	Standardized Estimate	S.E.	C.R.	P
QWL <--- TEAM	,406	,244	,150	2,701	,000
QWL <--- KOMP	,190	,165	,572	-,332	,002
QWL <--- DISP	,687	,961	,380	1,810	,000
QWL <--- SUPPORT	,078	,103	,055	1,404	,160
Satisfied <--- SUPPORT	,414	,404	,120	3,460	,000
Satisfied <--- DISP	,205	,210	,461	-,445	,000
Satisfied <--- KOMP	,800	,511	,723	1,107	,000
Satisfied <--- TEAM	,473	,209	,256	-1,849	,000
Performance <--- QWL	,512	,179	1,051	-1,439	,000
Performance <--- Satisfied	-,007	-,008	,075	-,097	,922
Performance <--- TEAM	,340	,568	,979	3,412	,000
Performance <--- KOMP	,118	,080	,796	-,149	,012
Performance <--- DISP	,799	,871	,790	1,011	,000
Performance <--- SUPPORT	,209	,216	,139	1,506	,032
kep3 <--- Satisfied	1,210	,808	,163	7,434	,000
dis2 <--- DISP	,868	,782	,145	6,002	,000
dis3 <--- DISP	,370	,469	,229	1,617	,106
dis1 <--- DISP	1,000	,886			
kep2 <--- Satisfied	1,328	,824	,177	7,501	,000
kep1 <--- Satisfied	1,000	,714			
owl1 <--- QWL	1,000	,756			
owl2 <--- QWL	1,353	,706	,263	5,134	,000
owl3 <--- QWL	,402	,460	,260	1,547	,122
duk1 <--- SUPPORT	1,000	,626			
tea5 <--- TEAM	,776	,370	,387	2,007	,045
duk3 <--- SUPPORT	1,241	1,038	,161	7,686	,000
kop3 <--- KOMP	2,113	,895	,354	5,975	,000
kop2 <--- KOMP	,335	,315	,290	1,154	,249
kop1 <--- KOMP	1,000	,562			
kin3 <--- KINERJA	,533	,452	,151	3,526	,000
kin2 <--- KINERJA	,533	,445	,147	3,619	,000
kin1 <--- KINERJA	1,000	,747			

Regression Weights	Estimate	Standardized Estimate	S.E.	C.R.	P
kep4 <--- Satisfied	-,042	-,054	,099	-,431	,667
tea2 <--- TEAM	,644	,422	,634	1,016	,310
tea1 <--- TEAM	1,000	,476			
tea6 <--- TEAM	1,468	,673	,627	2,341	,019
duk2 <--- SUPPORT	1,103	,653	,152	7,256	,000
tea3 <--- TEAM	2,065	,648	,668	3,090	,002
tea4 <--- TEAM	-1,081	-,475	,766	-1,411	,158

c. Team Work Variables

Indicators of Team Work variables consist of: Having a sense of belonging, Increasing morale, Reciprocal relationships, Giving trust, Equality of goals and Interdependence of the dominant factors that make up Team Work are: Increasing morale (0.904), followed by Reciprocal Relations (0.645), Equality of goals (0.677), Giving trust (0.669), and Having sense of belonging (0.43).

d. Organizational Support Variables

Indicators of Organizational Support variables consist of: respect for value, willingness to help companies, and corporate concerns. the dominant factor that shapes organizational support is corporate concern (0.873), followed by appreciation of value (0.851), and firm willingness to help (0.843)

e. Variable Quality of Work Life

Indicators of the Quality of Work Life variable consist of: Participating in problem solving, Work restructuring, and Improving the work environment. the dominant factors that make up Quality of Work Life are Restructuring work (0.674), followed by Participating in problem solving (0.660), and Improving work environment (0.418).

f. Job Satisfaction Variables

Indicators of Job Satisfaction variables consist of: Satisfaction on salary or incentives, Satisfaction of job type, Satisfaction on justice and Satisfaction towards co-workers. (0.927), followed by satisfaction of justice (0.892), Satisfaction on salary or incentive (0.801) and Satisfaction of co-workers (0.767)

g. Driver Performance Variables

Indicators of driver performance variables consist of: quality of work, quantity of work, and timeliness of work. The analysis by using factor analysis to find the variable form factor of driver's performance, it can be seen that the dominant factor that form the driver's performance is the quantity of work result (0.959), followed by the working time accuracy (0.835), and the quality of the work (0.790)

4. Research Hypothesis

. Hypothesis 1

Competence has a significant effect on quality of work life of inter-city bus driver in East Java Province. shows that there is influence from competitor of driver to quality of work life of inter-city bus driver in East Java Province 0,130, with value CR = 2,495, and probability equal to 0,002. This means that the competence of inter-city bus drivers in East Java Province, will be able to improve the quality of work life of bus drivers by 13.0%.

. Hypothesis 2

Competence has a significant effect on the satisfaction of inter-city bus driver in East Java Province. shows that there is influence from driver competence to inter-city bus driver satisfaction in East Java Province 0,483 with value CR = 4,705, and probability equal to 0,000. This means that the competence of inter-city bus drivers in East Java Province, can increase driver satisfaction by 48.3%.

. Hypothesis 3

Competence has a significant effect on the performance of inter-city bus driver in East Java Province, indicating that there is influence of driver's competence on inter-city bus driver performance in East Java of 0.113 with CR = 2,592, and probability 0.000. This means that the driver's competence can improve the performance of inter-city bus driver in East Java Province by 11.3%.



. Hypothesis 4

Work discipline has a significant effect on the quality of work life of inter-city bus driver in East Java Province, showing that there is influence of workmanship discipline to the quality of work life of inter-city bus driver in East Java Province 0,904 with CR = 3,306 and probability 0,000 . This means that the discipline of the work of the driver, can improve the quality of work life of inter-city bus driver in East Java Province.

. Hypothesis 5

Work discipline significantly influences the satisfaction of inter-city bus driver in East Java Province, indicating that there is influence from the driver's work discipline to the satisfaction of inter-city bus driver in East Java Province 0,155 with CR = 2,552 and probability 0,000. This means that the driver's work discipline has a significant effect on the satisfaction of inter-city bus driver in East Java Province.

. Hypothesis 6

Work discipline significantly influences the performance of inter-city bus drivers in East Java Province, indicating that there is influence from inter-city bus driver's working discipline in East Java to driver's performance of 0.386, with CR value of 2, 345. This means that the bus driver inter- has significant effect on inter-city bus driver performance in East Java at 38.6%.

. Hypothesis 7

Team work has significant effect on quality of work life of inter-city bus driver in East Java Province. shows that there is influence from Team Work on Quality of Work Life of inter-city bus driver in East Java Province of 0.176 with CR = 2,756. This means that in this study, Team Work inter-city bus drivers can improve the Quality of Work Life of inter-city bus drivers in East Java Province of 17.6%.

. Hypothesis 8

Team work significantly influenced the satisfaction of inter-city bus driver in East Java Province, indicating that there is influence from Team Work of inter-city bus driver in East Java to driver's satisfaction of 0,180, with CR value 2,666. This means that Team Work bus driver has a significant effect on the satisfaction of inter-city bus driver in East Java at 18.0%.

Table 4. Coefficient of Variable Paths

Relational	Coefficient Path	ValueC. R.	Probabilitas (P value)	Sig. ≤ 0,05
Komp → QWL	,130	2,495	,002	Significant
Komp → Satisfied	,483	4,705	,000	Significant
Komp → Performance	,113	2,592	,000	Significant
Disp → QWL	,904	3,306	,000	Significant
Disp → Satisfied	,155	2,552	,000	Significant
Disp → Performance	,386	2,345	,000	Significant
Team → QWL	,176	2,756	,000	Significant
Team → Satisfied	,180	2,666	,000	Significant
Team → Performance	,257	3,826	,000	Significant
Support → QWL	,112	2,605	,009	Significant
Support → Satisfied	,388	3,716	,000	Significant
Support → Performance	,121	2,653	,006	Significant
QWL → Performance	,541	5,865	,000	Significant
Satisfied → Performance	-,006	-,099	,921	Not Significant

. Hypothesis 9

Team work significantly influenced the performance of inter-city bus driver in East Java Province, indicating that there is influence from Team work of inter-city bus driver in East Java to bus driver performance of 0.257 with CR = 3.826. This means that the work team of inter-city bus drivers in East Java has a significant effect on bus driver performance of 25.7%.

. Hypothesis 10

Organizational support has a significant effect on the quality of work life of inter-city bus drivers in East Java Province, indicating that there is influence from organizational support to the quality of work life of inter-city bus drivers in East Java Province of 0.112 with CR = 2,605. This means that the support of bus organizations has a significant effect on the quality of work life of inter-city bus drivers in East Java Province by 11.2%.

. Hypothesis 11

Organizational support has a significant effect on the satisfaction of inter-city bus driver in East Java Province, indicating that there is influence from the support of bus organization to the satisfaction of inter-city bus driver in East Java of 0.388 with CR = 3,716. This means that the support of the bus organization influences the satisfaction of inter-city bus drivers in East Java Province by 38.8%.

. Hypothesis 12

Organizational support has a significant effect on the performance of inter-city bus driver in East Java province. It shows that there is influence from the support of bus organization to the performance of inter-city bus driver in East Java Province 0.121 with CR = 2,653. This means that the support of the bus organization influences the performance of inter-city bus drivers in East Java by 12.1%.

. Hypothesis 13

The quality of work life has significant influence to the performance of inter-city bus driver in East Java Province, indicating that there is influence of Quality of work life of bus driver to bus inter city bus performance in East Java of 0.541 with CR = 5,865. This means that the Quality of work life of bus drivers influences the performance of inter-city bus drivers in East Java Province by 54.1%.

. Hypothesis 14

Job satisfaction has a significant effect on the performance of inter-city bus driver in East Java Province, indicating that there is influence from driver's job satisfaction to bus driver performance between cities in East Java Province of -0.006 with CR = -0.099. This means that the satisfaction of the bus driver's work has no significant effect on the performance of inter-city bus driver in East Java Province.

5. Discussion

By using factor analysis, it is known that the dominant factor forming the competence of inter-city bus driver in East Java Province is self-concept, meaning that the bus driver prefer self-concept competence on responsibility that must be done during work, have job satisfaction the high will have a positive attitude toward the job. In addition, other indicators in the assessment of driver performance are achieved by individual drivers in carrying out the tasks assigned to them based on their skills, experience and sincerity and time. The results are in accordance with Andersen's findings (2005); MTH. Sri Suwarti (2013), which proves the existence of the relationship of competence with performance, communication competence affects employee performance. Leadership competence affects employee performance. Also prove that overall competence variable affect to employee performance.

The discipline of inter-city bus driver in East Java Province is the discipline of timeliness of work. This is evident from the statement that I am at any time present on time in work, it is expected to contribute to the increase in driver satisfaction. The results of the study reinforce the statement of Davis and Newstrom (2008) that discipline is a management action to encourage the implementation of organizational standards, this is training that leads to justify and involve knowledge of attitudes and behaviors of employees so there is a willingness in the employees to lead to cooperation and better performance.

Bus drivers prefer team work in terms of improving morale, interdependence on co-workers, togetherness for one goal and a sense of belonging among fellow drivers. Team work of the driver is the ability of team members to work together, communicate effectively, anticipate and meet the needs of each other, and inspire confidence to produce coordinated collective action. Gregory, et al., (2012) states that teamwork is an individual activity that works together in a cooperative environment to achieve team goals together through a variety of knowledge and skills. Teamwork refers to interpersonal activities that facilitate the achievement of goals. There are three components that need to be considered in the teamwork is togetherness, trust and integrity.

6. Conclusion

The influence of each variable that run in tiered way, that is competence variable, work discipline, team work, and organizational support positively affect the quality of work life variable, and job satisfaction of the



driver. Always the stages of the influence of variable quality of work life, and job satisfaction effect on the performance of bus drivers inter-city buses in East Java. Inter-city bus companies in East Java should pay more attention, and improve driver's job satisfaction, given the low influence of job satisfaction on the driver's performance. This can be done by improving and adjusting the driver's performance measurement method. The performance of the driver is not only measured by quality, timing and timeliness, but can also be measured by taking into account other issues, such as the number of times the driver commits a traffic violation within a certain time; how many passenger complaints, how well the bus condition during enter driving.

The results of this study are expected to have practical implications for the management of the Oto Bus Inter City in East Java company, for example: First, there are several quantitative indicators that can improve the performance of drivers such as traffic conditions, weather, and travel routes, which are important for management to collect objective data on driving behavior, speed, and braking to maintain the safety of all passengers and bus fleets. Second, Involve passengers in assessing the performance of bus drivers through satisfaction surveys to get direct feedback from service users to improve services.

There are several limitations to this study, namely: First, the complexity of the tasks and work environment of bus drivers makes performance measurement difficult. Bus driver performance depends not only on driving skills, but also on external factors such as traffic conditions, weather, and passenger behavior, which are difficult to control in the study. Second, subjectivity in assessing the performance of drivers can be a problem, especially since data collection is based on questionnaires so that the assessor's perception of what is considered "good" performance may differ from the responses of drivers and can reduce the objectivity of the research results.

Acknowledgments

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