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# Management Research Spectrum



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# The Effects of Organizational Culture, Leadership Style, Motivation, and Organizational Commitment on Employee Work Discipline at Pancaran Maitri Foundation

Ivonne Setiawati<sup>1\*</sup>, Sri Langgeng Ratnasari<sup>1</sup>, Lukmanul Hakim<sup>1</sup>

<sup>1</sup> Universitas Riau Kepulauan, Jl. Pahlawan No.99, Bukit Tempayan, Batu Aji, Kota Batam, Kepulauan Riau 29425

\* Corresponding author: [ivonnesetiawati@gmail.com](mailto:ivonnesetiawati@gmail.com)

## Abstract

The purpose of this study are to analyse the influence of organizational culture on employee work discipline, to analyse the influence of leadership style on employee work discipline, to analyse the influence of motivation on employee work discipline, to analyse the influence of organizational commitment on employee work discipline, and to analyse influence organizational culture, leadership style, motivation, and organizational commitment simultaneously effecting employee work discipline of Pancaran Maitri Foundation (PMF). This research studied 152 employees from 244 employees as sample using the Solvin formula. This research used a quantitative method, using a questionnaire with Likert scale. The results of the study indicate (1) Organizational culture of employee work discipline has no significant effect. (2) The leadership style has a significant effect on employee work discipline (3) Motivation has no significant effect on employee work discipline. (4) Organizational commitment has a significant effect on employee work discipline (5) Organizational culture, leadership style, motivation, and organizational commitment simultaneously (together) have a significant effect of 79.8% on work discipline.

**Keywords:** Organizational Culture, Leadership Style, Motivation, Organizational Commitment, Employee Work Discipline

## Article Information:

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## Introduction

Employee discipline in an organization is one of the important factors to achieve organizational goals effectively and efficiently. Without good work discipline, employees cannot work optimally in accordance with their capacity or exceed their capacity. Organizational work targets cannot be achieved without the good work discipline of the employees.

Discipline certainly becomes very important because discipline can form good habits, and good habits will also form a good culture. Japan today, which is well known for having disciplined human resources must also experience a long-term cultural transformation.

Organizational culture is not static but develops according to the development of the organization that is implemented in employee behaviour, both realized and not realized by the perpetrators. Work discipline should occur if an organization has a good and productive organizational culture with high efficiency and work effectiveness.

Not only a good organizational culture, but every organization also requires direction, assistance, and evaluation from the leadership. The assertiveness of leaders in managing and evaluating all organizational employees can maintain and improve employee discipline. The leadership provides guidance by referring to the organization's vision and mission, the leader must be able to move the organization to achieve organizational goals as effectively and efficiently as possible. The leader must also have the courage to evaluate the performance of employees in order to provide follow-up decisions and other strategic

decisions. Being a good leader must have three main elements: courage, wisdom, and love. In addition to being brave in acting, being wise in decision making, a leader must also use his love to understand the situation and conditions of his human resources. A good leader with a leadership style that is appropriate and acceptable to employees of the organization can improve employee performance and productivity.

Besides the leadership style, another factor that can direct human resources is motivation. According to Suranto and Lestari (2014), motivation is a personal condition of someone who encourages the desire of individuals to carry out certain activities in order to achieve goals, motivation becomes important because with motivation it is expected that every employee wants to work hard and enthusiastic to achieve high performance. Good work motivation will make employees eager to work, not spend time and be able to work in a disciplined manner. Work motivation can come from the leader, a comfortable work environment, compensation or bonuses, and also internal factors such as self-actualization and the desire to excel.

Being disciplined is certainly not easy, besides starting from motivational factors, it needs consistency and also a strong commitment from each individual to run it. Commitment can provide an incentive for individuals to continue to struggle to improve themselves and try more. Organizational commitment is a degree that shows the extent of individual involvement in the organization and the strength of its identification with a particular organization.



Pancaran Maitri Foundation (PMF), is a foundation engaged in education in Batam which houses several levels of education, including the level of Playgroup, Kindergarten, Primary level, Junior High level, Senior High Level, and Vocational. PMF employees' work hours are from Monday to Friday, from 07.00 WIB to 16.00 WIB. This study tries to trace the problems of delays that occurred at PMF from 2016 to 2018 with the average effective days of work for the past three years are 193 days per year.

**Literature review**

**Organizational Culture**

Organizational culture is an organization's beliefs and values that are understood, imbued, and practiced by organizations so that the pattern gives its own meaning and becomes the basis of the rules of behaviour in the organization (Tobari, 2015).

**Leadership Style**

Leadership style is the way a leader influences the behaviour of subordinates with the aim of encouraging work enthusiasm, job satisfaction, and high employee productivity, in order to achieve maximum organizational goals (Hasibuan, 2017).

**Motivation**

Motivation is a process that determines the intensity of the direction and perseverance of individuals in trying to achieve goals (Robbins, 2015).

**Organizational Commitment**

Organizational commitment is defined as the relative strength of the individual in identifying his involvement in the organization, which is characterized by the acceptance of organizational values and objectives, willingness to strive for the organization, and the desire to maintain membership in the organization (Robbins and Judges, 2013).

**Employee Work Discipline**

Work discipline is a tool used by managers to communicate with employees so that they are willing to change behaviour and as an effort to increase one's awareness and willingness to comply with all applicable organizational regulations and social norms (Rivai, 2018).

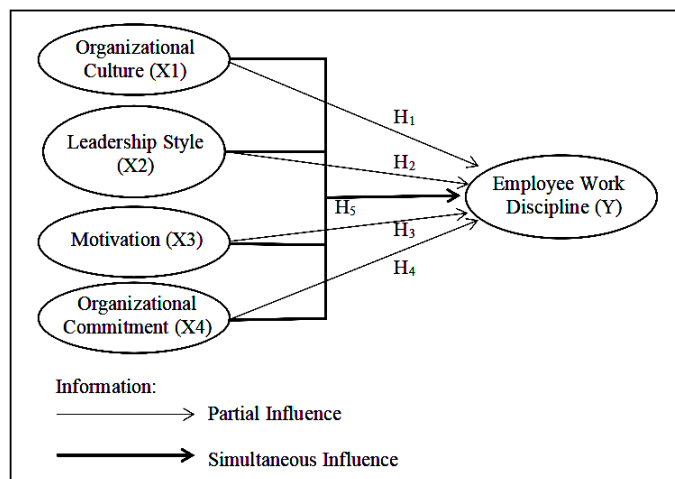


Fig. 1. Conceptual Framework

**H1:** There is an effect of organizational culture on PMF employee work discipline.

**H2:** There is an effect of leadership style on PMF employee work discipline.

**H3:** There is an effect of motivation on PMF employee work discipline.

**H4:** There is an effect of organizational commitment on PMF employee work discipline.

**H5:** There is an effect of organizational culture, leadership style, motivation, and organizational commitment on PMF employee work discipline.

**Methodology**

This type of research is quantitative research using a questionnaire instrument measured by Likert scale. Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2017). This research was conducted to determine the effect of enabling factors into supporting factors for employee work discipline as found in this research variable, namely organizational culture, leadership style, motivation, and organizational commitment. Data are collected from primary data from the results of respondents' responses to questionnaires and secondary data which consists of previous relevant research and reference books. The data analysis method used is the analysis of quantitative data produced through the SPSS version 20 program.

Research data are using primary data collected using a questionnaire. Together with the questionnaire, a letter explaining the intent and purpose of filling out the questionnaire is attached. Retrieval of data in this research is done by initial data collection of problems that exist in the field from data sources, library research, then field research. The distribution of the questionnaire was carried out at the time of the field research, the technique of submitting the questionnaire was by using an online questionnaire. Questionnaires were obtained by respondents through respondents' e-mails to be filled out by respondents.

**Population and Samples**

The population in the study was 244 employees at PMF. While the sample is a portion of the population members to be studied. Sampling uses quota sampling, where according to Sunyoto (2013) in the quota sample there is a limit that the sample taken must have a certain size from each predetermined small group of populations from the beginning. The sample size in quota samples is usually quite large in the hope that sample characteristics can approach population characteristics. Before dividing the percentage quota per level, the total number of desirable samples from the population must be calculated first using the Solvin formula so that it can be divided by the appropriate quota.

**Research variables**

The variables used in this study consisted of 2 variables. The independent variable in this study is Organizational Culture (X1), Leadership Style (X2), Motivation (X3), and Organizational Commitment (X4) and the dependent variable is Employee Work Discipline (Y). Operational definitions of variables are as follows:

1. Organizational culture is a set of shared values, beliefs and norms that influence the way employees to think, feel, and behave in the workplace (Agwu, 2014).
2. Leadership style is the way a leader influences the behaviour of subordinates with the aim of encouraging work enthusiasm, job satisfaction, and high employee productivity, so as to achieve maximum organizational goals (Hasibuan, 2017).
3. Motivation is an encouragement that is shown to fulfil an achievement goal (Luthans, 2014).
4. Organizational commitment is the relative strength of the individual in identifying his involvement in the organization, which is characterized by the acceptance of organizational values and objectives, willingness to strive for the organization, and the desire to maintain membership in the organization (Robbins and Judges, 2013).





5. Work discipline is a tool used by managers to communicate with employees so that they are willing to change behaviour and as an effort to increase one's awareness and willingness to obey all applicable organizational regulations and social norms (Rivai, 2018).

**Results**

Respondents consisted of 152 respondents, consisting of 36 men and 116 women. The last education the average respondent is a Bachelor. The length of work of respondents is 3 to 6 years. The average age of respondents is 28 to 38 years.

**Table 1: t Test Result**

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.220	3.147		.705	.482		
	Organizational Culture	-.075	.130	-.031	-.578	.564	.468	2.137
	Leadership Style	.446	.048	.523	9.208	.000	.414	2.413
	Motivation	.009	.079	.006	.117	.907	.523	1.913
	Organizational Commitment	.529	.075	.447	7.049	.000	.333	3.003

a. Dependent Variable: Employee Work Discipline

The results of the t-test are:

1. Organizational culture variables have no significant effect on the independent variables of employee work discipline.
2. Variable leadership style has a significant effect on employee work discipline.
3. Variable motivation has no significant effect on employee work discipline.
4. Variable organizational commitment has a significant effect on employee work discipline

**Table 2: F Test Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6048.911	4	1512.228	150.107	.000b
	Residual	1480.925	147	10.074		
	Total	7529.836	151			

a. Dependent Variable: Employee Work Discipline  
 b. Predictors: (Constant), Organizational Commitment, Motivation, Organizational Culture, Leadership Style

The result of the F value is 150,107 with a significance of 0,000. It can be concluded that the independent variables: organizational culture, leadership style, motivation, and organizational commitment influence simultaneously or together on the dependent variable: employee work discipline.

The results show that the independent variables: organizational culture, leadership style, motivation, and organizational commitment together have an effect of 79.8% on the dependent variable: employee work discipline. Employee work discipline is influenced by organizational culture variables, leadership style, motivation, and organizational commitment of 79.8% with 20.2% of factors and other variables that not included in this research model.

**Table 3 : Adjusted R<sup>2</sup> Result**

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.896a	.803	.798	3.17401	.803	150.107	4	147	.000

a. Predictors: (Constant), Organizational Commitment, Motivation, Organizational Culture, Leadership Style  
 b. Dependent Variable: Employee Work Discipline

**Discussion**

**Effect of Organizational Culture on Employee Work Discipline**

Organizational culture has no significant effect on employee work discipline with a significance value of 0.564 greater than the positive signification value with a maximum significance value of 0.05. This can happen because work discipline is not included in PMF's organizational culture. PMF's organizational culture prioritizes improving employee competence, employee independence in work, and the desire of employees to be better individuals.

The insignificant results between organizational culture and work discipline also occur in the study of "The Effect of Organizational Culture on Discipline and Productivity of Tribun Pekanbaru Journalists", by Ujang Jaya, in 2015. The results of the study using path analysis showed that organizational culture had no significant effect on discipline reporter at the Pekanbaru Tribun newspaper. There is no influence of organizational culture on journalist discipline because of the work culture of journalists looking for news outside the office. If you are outside the office, the discipline of reporters cannot be known. This has become a work culture for journalists looking for news. Journalist discipline can be seen from the ability of journalists to obtain news.

**Effect of Leadership Style on Employee Work Discipline**

The results of the t-test show the significance of 0,000 which means that the significance of the leadership style towards employee work discipline is below 0.05, the leadership style has a significant effect on the PMF employee work discipline.

A similar study was also conducted by Sjahril Effendy, Juliandri Raka Putra, Master of Management Study Program at the University of Muhammadiyah North Sumatra, in 2018, entitled "The Influence of Leadership Style, Work Environment and Organizational Culture on Employee Work Discipline at PT. Bank Sumut Sukaramai Branch ". The results of the study indicate that leadership style has a significant effect on employee work discipline with a significance value of 0,000.

In 2015, Mazayatul Mufrihah conducted a study entitled The Effect of Organizational Culture and Leadership on Work Discipline of PT. Pontianak Telkomsel. The results of the study indicate that employee work discipline is directly influenced by organizational culture and leadership.

**Effect of Motivation on Employee Work Discipline**

The results of the motivation t-test show a significance value of 0.907 above 0.05 which indicates that motivation has no significant effect on employee work discipline. The conclusion from the results of this study is that work discipline such as trying to come to work early or on time is not part of PMF employee motivation.



Another similar study was conducted by Rifka Anissa Oktaria and Rini Nugraheni, in 2016 with the title "The Effect of Work Environment, Compensation Satisfaction, and Work Motivation on the Discipline of Employee Work at the Tirta Model Military District in Semarang City". The results of the study indicate that the work motivation variable has a regression coefficient of 0.218, where the work motivation variable has the lowest influence on work discipline compared to other variables although the significance value of the t-test of 0.023 is still relatively significant.

### Effect of Organization Commitment on Employee Work Discipline

The t-test results show a significance value of 0,000, lower than 0.05, which means that organizational commitment has a significant effect on employee work discipline. The high organizational commitment of YMP employees is able to increase employees' efforts to give the best to PMF.

Research with similar results with the title "Organizational Communication and Organizational Commitment to Discipline Employee Work at the Blitar Class II Immigration Office", which was researched by Yulia Rebiana Dewi and Bambang Suratman in 2014, showed the results of significant organizational commitment to employee work discipline.

### Effect of Organization Culture, Leadership Style, Motivation, Organizational Commitment on Employee Work Discipline

Simultaneously, the four dependent variables of organizational culture, leadership style, motivation, and organizational commitment significantly influence employee work discipline at PMF. This is evidenced by the significance value of the F test in this study of 0,000, which means it is lower than the significant maximum limit value of 0.05.

The test results of the coefficient of determination also showed the influence of organizational culture, leadership style, motivation, and organizational commitment on employee work discipline at PMF of 79.8%. While 20.2% is influenced by variables that are not in this research model, such as compensation, work environment, or other factors.

### Conclusion

Based on the results of the study can be concluded as follows:

1. Organizational culture of employee work discipline has no significant effect. This means that in the organizational culture that is in the PMF does not yet include a culture of discipline. The current organizational culture is a culture for completing work well and independently. Culture is not late and orderly administration of licensing has not become a culture at PMF. Current organizational culture improvement can cause a decrease in employee work discipline related to discipline when coming and returning, and other violations of regulations.
2. The leadership style has a significant effect on employee work discipline at PMF. This means that the appropriate leadership style can improve employee work discipline at PMF. Transformational leadership style becomes a leadership style that is appropriate in directing and changing employee behaviour to be more disciplined. Improving the leadership style can have an impact on improving employee work discipline at PMF.
3. Motivation has no significant effect on employee work discipline at PMF. Employee motivation is still limited to the motivation to fulfil individual needs and comfort, not yet having the motivation and awareness to show better work discipline. The feeling of comfort and safety has been felt and achieved by most PMF

employees, thereby reducing the motivation level to achieve better conditions. The firmness of the leadership towards disciplinary violations still cannot motivate employees to foster awareness to show better work discipline.

4. Organizational commitment has a significant effect on employee work discipline at PMF. Ownership, respect, are considered important, involved in decisions and programs of PMF activities raise awareness to have work discipline. Increased organizational commitment can increase employee work discipline awareness. Leaders and organizations must be able to share the values to be achieved by the organization and also instil the organization's vision and mission to its employees so that awareness of the work discipline is also increasing.
5. Organizational culture, leadership style, motivation, and organizational commitment simultaneously have a significant effect of 79.8% on employee work discipline. That is, when organizational culture, leadership style, motivation, and organizational commitment are increased, the work discipline of employees at PMF can also increase.

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**Appendix**

Recapitulation of Validation Test Result on research instrument:

Table 1 : Recapitulation of Validation Test Result			
Variable	Correlation coefficient (r value calculated)	Significance	Information
Qx1.1	.298	.000	Valid
Qx1.2	.350	.000	Valid
Qx1.3	.398	.000	Valid
Qx1.4	.354	.000	Valid
Qx1.5	.364	.000	Valid
Qx1.6	.510	.000	Valid
Qx1.7	.278	.000	Valid
Qx1.8	.292	.000	Valid
Qx2.1	.717	.000	Valid
Qx2.2	.588	.000	Valid
Qx2.3	.506	.000	Valid
Qx2.4	.734	.000	Valid
Qx2.5	.752	.000	Valid
Qx2.6	.673	.000	Valid
Qx2.7	.569	.000	Valid
Qx2.8	.623	.000	Valid
Qx2.9	.444	.000	Valid
Qx2.10	.760	.000	Valid
Qx2.11	.490	.000	Valid
Qx2.12	.794	.000	Valid
Qx3.1	.273	.000	Valid
Qx3.2	.291	.000	Valid
Qx3.3	.444	.000	Valid
Qx3.4	.353	.000	Valid
Qx3.5	.213	.000	Valid
Qx3.6	.463	.000	Valid
Qx3.7	.455	.000	Valid
Qx3.8	.434	.000	Valid
Qx3.9	.289	.000	Valid
Qx3.10	.321	.000	Valid
Qx3.11	.314	.000	Valid
Qx4.1	.400	.000	Valid
Qx4.2	.418	.000	Valid
Qx4.3	.525	.000	Valid
Qx4.4	.510	.000	Valid
Qx4.5	.520	.000	Valid
Qx4.6	.589	.000	Valid
Qx4.7	.785	.000	Valid
Qx4.8	.640	.000	Valid
Qx4.9	.358	.000	Valid
Qx4.10	.523	.000	Valid
Qx4.11	.584	.000	Valid
Qx4.12	.637	.000	Valid
Qy.1	.291	.000	Valid
Qy.2	.692	.000	Valid
Qy.3	.761	.000	Valid
Qy.4	.352	.000	Valid

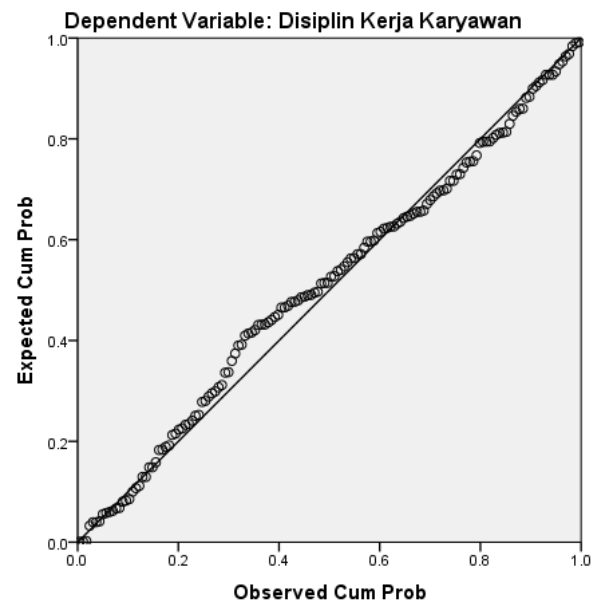
Table 1 : Recapitulation of Validation Test Result			
Variable	Correlation coefficient (r value calculated)	Significance	Information
Qy.5	.746	.000	Valid
Qy.6	.755	.000	Valid
Qy.7	.515	.000	Valid
Qy.8	.586	.000	Valid
Qy.9	.723	.000	Valid
Qy.10	.689	.000	Valid
Qy.11	.389	.000	Valid
Qy.12	.657	.000	Valid

Recapitulation of Reliability Test Result on research instrument:

Table 2 : Recapitulation of Reliability Test Result		
Variable	Alpha Cronbach	Information
Organizational Culture (X1)	0,677	Valid
Leadership Style (X2)	0,918	Valid
Motivation (X3)	0,812	Valid
Organization Commitment (X4)	0,850	Valid
Employee Work Discipline (Y)	0,885	Valid

Normality Test Result:

**Normal P-P Plot of Regression Standardized Residual**



**Fig. 1.**Normal P-P Plot of Regression Standardized Residual

Multicollinearity Test Result:

Table 3 : Multicollinearity Test Result		
Variable	Collinearity Statistics	
	Tolerance	VIF
Organizational Culture (X1)	0,468	2,137
Leadership Style (X2)	0,414	2,413
Motivational (X3)	0,523	1,913
Organizational Commitment (X4)	0,333	3,003

Heteroscedasticity Test Result:



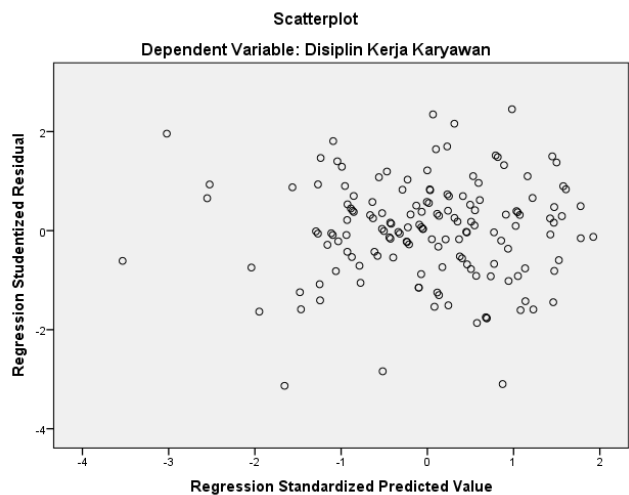


Fig. 2.Scatterplot Graphic

Results of Multiple Linear Regression Analysis:

**Table 4 : Results of Multiple Linear Regression Analysis**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.220	3.147		.705	.482		
	Organization Culture	-.075	.130	-.031	-.578	.564	.468	2.137
	Leadership Style	.446	.048	.523	9.208	.000	.414	2.413
	Motivation	.009	.079	.006	.117	.907	.523	1.913
	Organization Commitment	.529	.075	.447	7.049	.000	.333	3.003

a. Dependent Variable: Employee Work Discipline

