

Leadership, Organizational Culture, and Work Environment: Drivers Of Employee Discipline

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ABSTRACT

Leadership style, organizational culture, and work environment are crucial factors influencing employees' work discipline. This study investigates these factors' impact on employees' work discipline in the Secretariat Section of the Public Works Department, Kutai Kartanegara Regency, Indonesia. The research employed a quantitative approach with a sample of 75 respondents using the census method for sampling. Data analysis was performed using SEM with SmartPLS Version 4. The findings indicate that leadership style has a positive, although statistically negligible, impact on work discipline. On the other hand, both organizational culture and work environment have positive and statistically significant impacts on work discipline. This study emphasizes proficient leadership, robust corporate culture, and a conducive work environment to foster employee discipline. The findings suggest that organizations should develop participatory and employee-oriented leadership styles, foster a culture of innovation and teamwork, and provide a conducive physical and non-physical work environment to enhance employee discipline and overall organizational performance. This study enhances the comprehension of the variables influencing work discipline in public sector organizations. It provides practical implications for managers and policymakers in designing strategies to improve employee discipline and organizational effectiveness.

Keywords: Leadership Style; Work Environment; Organizational Culture; Work Discipline.

INTRODUCTION

Human resources are crucial for organizational success, as they represent a valuable asset for achieving goals. Organizations must focus on recruiting qualified employees (Ferdousi & Abedin, 2023) and providing adequate training and motivation to enhance their abilities and competencies (Bos-Nehles et al., 2023). Implementing interventions like 'Healthy Human Resources' can contribute to sustainable employability, especially for employees in low-skilled jobs, but successful implementation may face challenges, particularly in hierarchical structures (Hazelzet et al., 2022). Additionally, green human resource management practices can influence employee workplace outcomes through motivational processes, such as organizational identification (Vázquez-Brust et al., 2022). Psychological resources, such as organizational identification, shape service-adaptive behaviour, highlighting the importance of meaningful work and relationship orientation in enhancing performance (Chou et al., 2022). Organizations can optimize shared values and ensure future growth and success by focusing on effective HRM approaches.

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The qualities referred to here are employees' ability and high level of work discipline. The integrity and responsibility carried out by employees for all tasks assigned reflects the level of good work discipline within the employee. Employee work discipline is improved so that activities within the organization can be carried out effectively and efficiently. Work discipline is essential in a company, as it creates an environment where the organization can effectively execute its work program to accomplish predetermined objectives. Employees who demonstrate discipline, organization, and adherence to the firm's relevant norms and rules can enhance efficiency, efficacy, and production. (Budirianti et al., 2020).

In this study, three factors that can influence work discipline were considered. If these three factors can be implemented effectively, they can indirectly improve work discipline among employees in a company. The three factors are leadership style, organizational culture, and work environment. Leadership Style is an ability or action to influence a group in a useful way to achieve a vision or mission or a series of planned goals. The next factor is Organizational Culture. Organizational culture is an organization's basic assumption or belief developed and inherited to overcome organizational problems. The final factor was the Work Environment. Everything around employees that can support and influence the implementation of their work is known as the work environment. (Pimpong, 2023)

The Public Work Department Kutai Kartanegara Regency is a government organization engaged in infrastructure development and inter-regional connectivity. The organization's main task is to develop an economy based on agriculture, tourism, and the creative economy. The Public Works Department has several areas in its organizational structure. There are four fields within the Public Works Department of the Kutai Kartanegara Regency: highway, human settlement, water resources, and technical. The Secretariat section coordinates work implementation, coaching, and providing administrative support to all sections or units within the service.

Table 1. Total Employee of The Secretariat Section

No.	The Secretariat Section	Number of Civil Servants (PNS)
1.	The Young Expert Planning Section	36
2.	The General and Management Section	22
3.	The Personnel Section	17
Number of Employees		75

Source: Public Work Department, Kutai Kartanegara Regency, 2024

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The number of employees in the Secretariat Section of the Public Works Department, Kutai Kartanegara Regency, is 75 Civil Servants (PNS) with different divisions of duties in each field. The Secretariat section consists of three sub-sections: the Young Expert Planning section, the General and Management section, and the Personnel section. The realization of work activities at the Public Works Department, Kutai Kartanegara Regency, must be connected to the contribution of its employees. The Kutai Kartanegara Regent also strengthened the issue of sanctions for discipline among civil servants (PNS). This finding indicates a gap in employee discipline.

The discipline gap in organizations can be understood by analyzing three main factors: leadership style, organizational culture, and work environment. These three factors interact and significantly impact the level of employee discipline, which in turn affects the organization's overall performance.

First, leadership style plays a crucial role in shaping work discipline. Research by Ratnasari et al. (2019) shows that a good leadership style can increase employee motivation and discipline, contributing to better performance. In addition, Ramaditya (2021) found that leadership style significantly influences work discipline and employee performance, highlighting the importance of an effective leadership approach in creating a disciplined work environment. A positive leadership style motivates employees and creates a greater sense of responsibility towards their duties (Novianti, 2024).

Second, organizational culture also contributes to the gap in work disciplines. Sirajuddin (2023) emphasized that a strong organizational culture can shape employees' attitudes and behaviours, which is important for creating a high work discipline. Research by Hadiyatno (2021) shows that a good organizational culture is directly related to employee satisfaction, affecting work discipline. When organizational culture supports disciplinary values, employees tend to comply more with existing rules and norms, reducing discipline gaps (Rahmawati, 2023).

Third, a conducive work environment is important in shaping the work discipline. Research by Mayori (2023) shows that a good work environment contributes to higher work discipline, which, in turn, positively impacts employee performance. A supportive environment, including adequate facilities and a positive work atmosphere, can increase employee motivation and discipline (Aziz et al., 2021). Conversely, an unsupportive work environment can lead to decreased discipline and poor performance (Kadir, 2023).

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Overall, work discipline gaps can be minimized by focusing on leadership style, organizational culture, and work environment. These three factors are interrelated and contribute to the creation of better work discipline within the organization. Therefore, management must develop strategies to improve these three aspects to achieve optimal organizational performance.

LITERATURE REVIEW

Leadership Style

Leadership style is a strategy and behaviour pattern an internal leader applies to influence employees. This leadership style is essential in a company as it enables leaders to implement innovations and effectively coordinate all aspects of the firm (Rayhan Adhitya et al., 2021). Some indicators and sub-indicators measure leadership style (Marx, 2015).

1. Participatory
 - a. Employees were invited to make decisions.
 - b. Employees are encouraged to make suggestions for improvement.
 - c. Employees can consult when facing such problems.
2. Task-Oriented
 - a. Special tasks were given to the employees.
 - b. Goal specifications are provided to employees.
 - c. Detailed task instructions were provided to the employees.
3. Employee Oriented
 - a. Employees recognize other employees individually.
 - b. They are showing concerns about employee job satisfaction.
 - c. Employees are encouraged to work together.

Organizational Culture

Organizational culture encompasses a collection of principles, beliefs, conventions, and expectations that an organization establishes as a standard for order and rules. This culture can influence employees' attitudes and conduct (Kurniawati et al., 2021). Some indicators and sub-indicators measure Organizational Culture (Botelho, 2020).

1. Involvement
 - a. Employees have opinions on decision-making that can influence them.
 - b. Field cooperation and collaboration across functional roles have been actively

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- encouraged.
2. Consistency
 - a. The highest level of agreement regarding employees doing things within the company.
 - b. Internal employees perform their work consistently and predictably.
 3. Adaptability
 - a. Comments and recommendations from parties outside the organization often lead to organizational change.
 - b. Line companies are highly responsive and variable.
 4. Mission
 - a. The company has long-term goals and objectives.
 - b. There is a shared vision regarding future line organizations.

Work Environment

According to Dewi et al. (2023), the work environment is an organization's social, psychological, and physical life that can influence employees when they do their work. Human life is closely related to various environmental realities, and there is a close relationship between humans and their environments. In line with this, people have always attempted to adapt to different environmental conditions. Some indicators that measure the Work Environment (Anansi, 2020) are as follows:

- a) My workspace is always well-lit.
- b) My office was well-ventilated.
- c) Comfortable workspaces and furniture.
- d) Therefore, this temperature is appropriate and comfortable.
- e) The work environment was hygienic and healthy.
- f) Adequate electrical power in my office.
- g) There was no excessive noise in the office environment.
- h) Sufficient handwashing facilities were available.
- i) Private storage facilities are well provided.
- j) Security and safety facilities are also available.
- k) Communication facilities are readily and effectively available.
- l) The drinking water in the office was sufficient and safe.
- m) The workspace was clean, and no pests or diseases were present.
- n) Entertainment facilities are available in offices.

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- o) In the office, there is always a first aid box.

Work Discipline

Work discipline is needed in organizations to reduce carelessness, deviation, or negligence, which causes accidents in carrying out their work (Aeni & Kuswanto, 2021). Some indicators and sub-indicators that measure Work Discipline (Pawirosumarto et al., 2017) are as follows:

1. Absenteeism

The attendance system implemented in my workplace was effective in improving employee discipline.

2. Leave early

Leaving work early shows that I have disciplined my time.

3. Come too late

I always give excuses when I am late for work.

METHOD, DATA AND ANALYSIS

This study used data collection methods based on observations and questionnaire distribution. The sampling in this study used the census method, which uses the population amount, which is the same as the sample size. The demographics and sample in this study are the Secretariat Section of the Public Works Department, Kutai Kartanegara Regency Public, and 75 Civil Servants (PNS). Structural equation modelling (SEM) PLS was used to analyze the model data. SEM-PLS uses a bootstrapping method or trace multiplication; therefore, this research does not require a minimum number of samples. Bootstrapping in this study implies that it can be applied to a small number of samples.

This research found that the structural model of the variables Leadership Style, Organizational Culture, and Work Discipline has several interrelated components that form a part of a unified whole of these variables. These components are called dimensions or subvariables. A dimension in a variable indicates that the variable can be formed and calculated through the components that form the variable. Therefore, the factor analysis used in line research is confirmatory factor analysis with second-order confirmatory factor analysis (CFA) using SEM-PLS software. The Second Lord CFA analysis method was used when the latent variable dimensions could not be measured directly. Therefore, each latent variable dimension required indicators as measurements,

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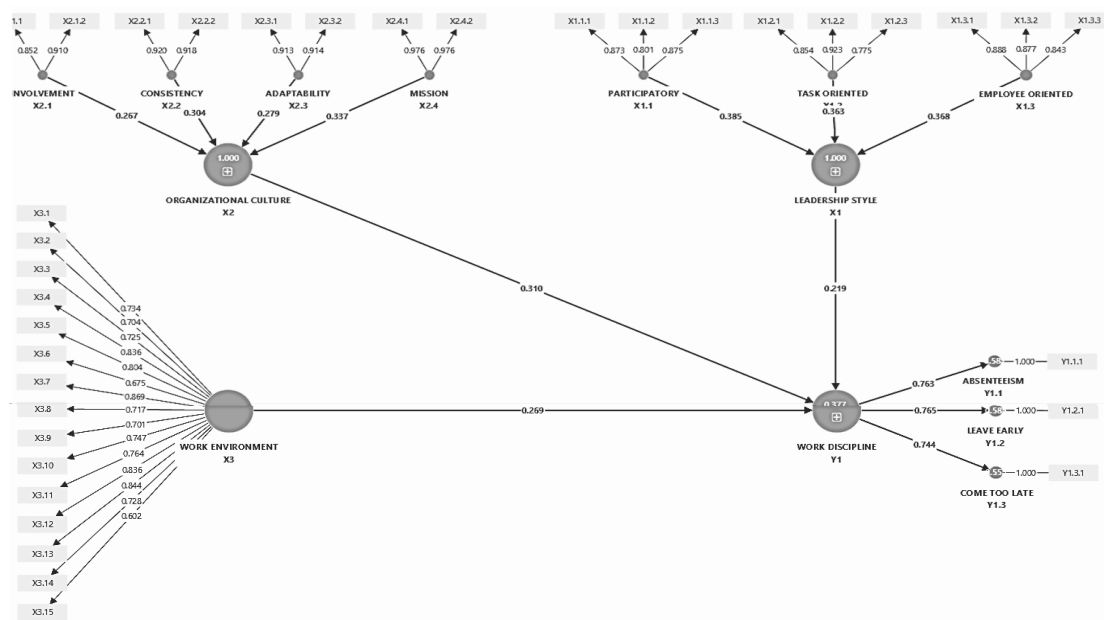
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which were then used as statements in the questionnaire. The second-order CFA method is carried out in two stages, the first-order construct stage and the second-order construct stage, by continuing to carry out convergent validity tests, reliability validity tests, hypothesis tests, and R-squared and Q-squared measurements.

ANALYSIS OF RESULTS AND DISCUSSION

General Description

The respondents in this study were 75 civil servants in the Secretariat Section of the Public Works Department of the Kutai Kartanegara Regency. Several employee characteristics resulted in differences in each employee's responses. In this study, there were three variables with dimensions known as sub-variables. The method used in this research was SEM-PLS, known as second-order confirmatory factor analysis (CFA). Thus, the method was carried out in two stages while still considering the value of the variable construct and the tests carried out.



Source: Output Smart-PLS4

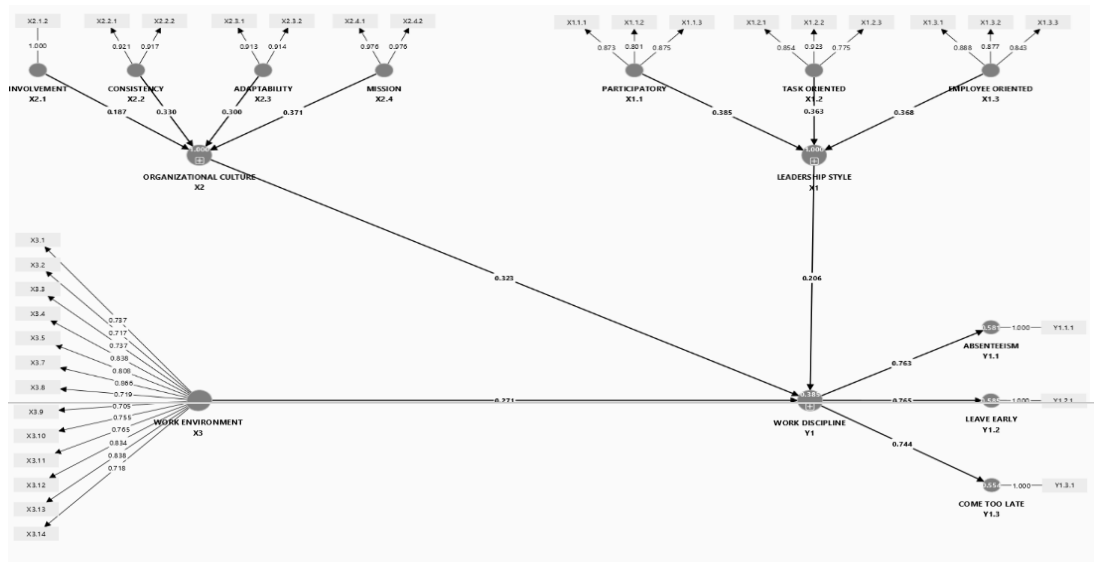
Figure 1. The First Stage Structural Research Model

According to Hair et al. (2021), indicators of convergent validity have an outer loading that is considered reliable if the correlation value is above 0.70. However, for scale development, a loading number within the range of 0.50-0.60 remains acceptable, provided that the T-statistic value is >1.96 or P-value <0.05 (Ghozali, 2014).

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Source: Output Smart-PLS4

Figure 2 The Second Stage Structural Research Model (Some convergent validity were deleted)

Table 2. Average Variance Extracted/AVE

Variable	Average Variance Extracted (AVE)	Information
X1	0.588	Valid
X1.1	0.723	Valid
X1.2	0.728	Valid
X1.3	0.756	Valid
X2	0.605	Valid
X2.2	0.845	Valid
X2.3	0.835	Valid
X2.4	0.953	Valid
X3	0.599	Valid
Y1	0.573	Valid

Source: Output Smart-PLS4

Table 3. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Composite Reliability	AVE
X1	0.912	0.915	0.928	0.588
X1.1	0.807	0.807	0.886	0.723
X1.2	0.810	0.821	0.889	0.728
X1.3	0.838	0.839	0.903	0.756
X2	0.906	0.910	0.924	0.605
X2.1	0.716	0.716	0.743	0.777
X2.2	0.817	0.817	0.817	0.845
X2.3	0.802	0.802	0.802	0.835
X2.4	0.951	0.951	0.951	0.953

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X3	0.946	0.946	0.964	0.571
Y1	<i>0.692</i>	<i>0.629</i>	<i>0.630</i>	0.573

Source: Output Smart-PLS4

Table 4. Hypothesis Test

Variable	Coefficient t	T- Statistics	P Values	Direction	Sig/Not Sig
X1.1 -> X1	0.385	8.863	0.000	(+)	Significant
X1.2 -> X1	0.363	11.978	0.000	(+)	Significant
X1.3 -> X1	0.368	9.432	0.000	(+)	Significant
X1 -> Y1	0.212	1.490	<i>0.136</i>	(+)	Not Significant
X2.1 -> X2	0.219	9.006	0.000	(+)	Significant
X2.2 -> X2	0.289	10.843	0.000	(+)	Significant
X2.3 -> X2	0.328	10.323	0.000	(+)	Significant
X2.4 -> X2	0.350	11.449	0.000	(+)	Significant
X2 -> Y1	0.311	2.715	0.007	(+)	Significant
X3 -> Y1	0.276	2.122	0.034	(+)	Significant
Y1 -> Y1.1	0.763	5.342	0.000	(+)	Significant
Y1 -> Y1.2	0.764	4.115	0.000	(+)	Significant
Y1 -> Y1.3	0.744	5.479	0.000	(+)	Significant

Source: Output Smart-PLS4

Table 5. R-Square

Variable	R-Square
Work Discipline (Y1)	0.425

Source: Output Smart-PLS4

Table 6. Path Coefficient

Variable	Coefficient	T-Statistics	P Values	Direction	Sig./Not Sig.
X1 > Y1	0.207	1.598	<i>0.110</i>	(+)	Not Significant
X2 > Y1	0.338	2.911	0.004	(+)	Significant
X3 > Y1	0.294	2.357	0.018	(+)	Significant

Source: Output Smart-PLS4

The Influence of Leadership on Work Discipline

The table shows that the total coefficient of variable X1 is 0.207, and the total T-statistic is 1.598, which is smaller than 1.96. The results show that X1 has a positive result but is insignificant for variable Y1. This result rejects Hypothesis 1.

The Influence of Organizational Culture on Work Discipline

The table shows that the total coefficient of variable X2 is 0.338, and the total T-statistic is 2.911, which is greater than 1.96. Variable X2 has a positive result and is

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significant for Y1. Thus, Hypothesis 2 was accepted.

The Influence of Work Environment on Work Discipline

The table shows that the total coefficient of variable X3 is 0.294, and the total T-statistic is 2.357, which is greater than 1.96. Variable X3 has a positive result and is significant for Y1. Thus, Hypothesis 3 was accepted.

CONCLUSIONS

According to the findings of this research, the following conclusions can be inferred Leadership style had a positive but insignificant influence on work discipline. Based on these results, we can conclude that the greater the leadership style a leader uses, the less influence it has on employees' work discipline. This may be due to other factors. One of these factors is the existence of clear and strict policies and regulations regarding work discipline issued by the government, which can influence employee discipline behaviour more than leadership style. The organizational culture of the Public Works Department of the Kutai Kartanegara Regency has a beneficial and substantial impact on employee work discipline. The work environment positively and significantly influences employee work discipline in the Public Works Department of the Kutai Kartanegara Regency.

SUGGESTION

Based on these conclusions, suggestions are expected to be helpful. The following suggestions were made:

1. Companies should focus on and reaffirm their employees' discipline. The factors that can influence the level of employee discipline are existing regulations and encouragement from the assertiveness of leaders, which is needed to improve employee discipline.
2. Companies can establish and build employee cooperation by collaborating to convey ideas and solve complex problems to achieve common goals.
3. The company can always maintain and pay attention to the work environment around employees, including sound or noise, to comfort employees so that work can be completed quickly without any disturbance or obstacles to the employee's work environment.

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