Research Article

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The Influence of Leadership and Work Culture on Employee Discipline at PT. ARA

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Abstract: The purpose of this study is to know and analyze the influence of leadership on work discipline, to know and analyze the influence of work culture on work discipline and to know and analyze the influence of leadership and work culture on work discipline at PT. ARA. The approach used in this study is an associative approach. The population in this study is the overall employees of PT. ARA numbered 538 people and the sample used in this study was the entire population of 84 people using the slovin formula. The data collection technique in this study used questionnaires. Data analysis techniques in this study use Classical Assumption Test, Multiple Regression, t Test and F Test, and MinDetermination Coefficient. Data processing in this study used the SPSS software program (version 24.00). It is partially known that leadership has a positive and significant influence on the performance of work discipline. It is partially known that work culture has a positive and significant influence on work discipline. It is simultaneously known that leadership and work culture have a significant positive influence on work discipline at PT. ARA.

Keywords: leadership, work culture, work discipline.

Introduction

Good human resources are the key to success with the achievement of organizational goals. To assess the quality of existing human resources can be seen from the discipline. In essence, discipline is considered a good form of training. Discipline is one of the most important human resource management functions because the better the discipline of a worker, the higher the productivity that can be achieved by employees. Without good discipline from workers, it will be difficult for the organization to achieve optimal results. Good discipline reflects the magnitude of a person's responsibility. This encourages passion, and morale, so that the goals of the organization are realized. Because discipline is the key to the success of an organization in achieving goals.

Discipline is a form of self-control, the implementation of regular work shows the level of sincerity of the work team in an organization. Disciplinary action according to the punishment of workers who fail to meet specified standards. Therefore, disciplinary action is not applied carelessly, but requires wise consideration (Handoko, 2013). There are many factors that will affect employee work discipline, one of which is leadership (Pakaya, 2020). To manage and control various subsystem functions in the organization to remain consistent with organizational goals, a leader is needed, because leadership is an important part in shaping employee discipline and improving performance.

Leadership in this case is a very important factor. In an organization, leadership is concerned with directing employees to do work. This becomes an important part of understanding work behavior. Several studies have shown that there is no one best way to lead subordinates. This depends on the leader, subordinates, and the existing situation. A good leader will definitely get more work results from his subordinates with an attitude as a good leader (Robbins & Judge, 2013). To know the appropriate leadership,

they not only see their position as leaders who want everything done, but they must also work within the existing structure effectively. The type of leadership applied in an organization can help create positive work effectiveness for employees.

The existence of leadership that is in accordance with the situation and conditions of the organization, employees will be more disciplined and enthusiastic in carrying out their duties and obligations and have expectations of meeting needs. Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in creating discipline so that employees want to comply with all the rules set by the organization (Mustafa &; Maryadi, 2017). This opinion is in accordance with the results of research conducted by (Kamal, 2015) and (Rizal &; Radiman, 2019) which concluded that leadership has a significant influence on employee work discipline. Work discipline as a demand for companies in serving the people who use their services. Employees are required to obey the rules to achieve goals according to the provisions. Undisciplined employees will have an impact on, a, work, which is not completed and affects the low service to the community, this causes not optimal performance of the company. The success of a job, comes from the values and behaviors inherent in customs known as culture. Culture is associated with the quality of work called work culture. Work culture is well known to humans, but it is not immediately realized by humans that the success of a job comes from their habitual values and behaviors (Supriyadi &; Guno, 2012). The purpose of work culture is to improve HR behavior and discipline so that work productivity increases and is able to face obstacles in the future.

PT. ARA has a mission to develop an excellent organization and culture as well as competent and prosperous Human Resources (HR) in realizing the potential of every human being. However, based on observations made by the author at PT. ARA authors see that employee discipline is still low where there are still many employees who do not comply with the rules set by the company. Judging from the regulations for entering work at 7.00 WIB and leaving at 16.00 WIB, but there are still employees who violate the rules such as only entering work at 8.00 There are still employees who are often absent for various reasons. To see the condition of the absence rate of PT. ARA, can be seen in the following table:

Table 1. Recapitulation of Employee Absenteeism at PT. ARA 2019-2021

Year	Attendance		Absence (%)			
			Allowed	**Sick**	**Leave**	**No Description**
2019	94%	6%	1%	1%	1,75%	2,25%
2020	92,80%	7,20%	1,31%	0,80%	1,89%	3,20%
2021	92,20%	7,80%	2,10%	1%	1.,25%	3,45%

Source: Personnel PT. ARA

Based on the table above, it can be seen that the employee attendance rate is still unable to meet the attendance tolerance limit set by the company, which is 97 percent. This happens because there are still employees who do not come to work due to illness, permission, leave, and do not enter without information (alpa) at the operational working time or hours determined by the company. The absence rate of uninformed employees from 2019 to 2021 has increased, as seen in 2019 the absence rate of uninformed employees by 2.25 percent and in 2020 to 3.20 percent, as well as in 2021 the absence rate of uninformed employees increased from the previous two years to 3.45 percent.

The low discipline is also influenced by leadership. Leaders are often not in place because of business trips or indeed working outdoors, if the leader goes to the room just because there is a very urgent interest. Employees end up feeling that their performance is not being paid attention to which results in them being less disciplined towards the responsibility for the work given. They feel free and unsupervised which ends up employees working roughly.

Furthermore, the author found the conditions for implementing work culture at PT. ARA in general is less noticed, this can be seen from the fact of the development of a very varied work culture. For example, employee habits at PT. ARA in doing its work is normative, tends to lose obligations, procrastinate work, not on time and leave early, all of which lead to indiscipline. Ideally, the expectation of all parties is to create a more positive work culture and support organizational performance. More disciplined behavior, such as working on time and complying with the rules of corporate order, must always be applied and become a permanent part of the work culture of all employees without exception at PT. ARA.

Literature Review

Leadership (X1)

Leadership is the ability to influence others, through direct or indirect communication with the intention to move people to be full of understanding, awareness and pleasure to follow the will of that leadership (Daulay &; Marlina, 2019). With the following indicators, (1) Climate of mutual trust, (2) Respect for subordinates' ideas, (3) Taking into account the feelings of subordinates, (4) Attention to work comfort for subordinates, (5) Attention to the welfare of subordinates (Siagian 2014).

Work Culture (X2)

Work culture is a series of forms of behavior that are totally integrated in each individual in an organization. Building culture is also intended to protect and improve positive aspects, and try to train certain forms of behavior so that new things can be formed that certainly improve (Suwanto 2019). With the following indicators, (1) Habits at work, (2) Regulations at work, (3) Basic values of work culture (Putranti et al 2018)

Work Discipline (Y)

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's presence and willingness to obey all company rules and applicable social norms (Rivai 2014). With the following indicators, (1) Attendance rate, (2) Obedience to superiors, (3) Work awareness, (4) Responsibility (August 2011).

Conceptual Framework

The conceptual framework is basically a framework that connects independent variables with dependent variables aims *to assess or measure the relationship between variables in a study, where leadership and work culture as independent variables (X) and employee work discipline as dependent variables (Y), in this case several conceptual frameworks will be compiled.*

This is in accordance with the results of research conducted by (Pakaya, 2020) which concluded that leadership and work culture have a significant influence on employee work discipline

Figure 1 Conceptual Framework
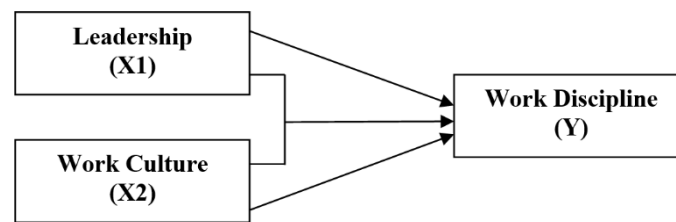
Research Hypothesis

A hypothesis contains a statement regarding the relationship between two or more variables in accordance with the theory. Based on the limitations and formulation of the problem that has been stated above, the hypothesis in this study is:

1. Leadership influences work discipline at PT. ARA.
2. Work culture affects work discipline at PT. ARA.
3. Leadership and work culture influence the work discipline at PT. ARA.

Method

This study aims to determine the influence of leadership and work culture on work discipline at PT. ARA. This research was conducted at PT. ARA. This study uses an explanatory research approach, which aims to explain the causal relationship between research variables and testing hypotheses (Nasution, Fahmi, Jufrizen, Muslih, &; Prayogi, 2020). Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2016). The population in this study is employees at PT. ARA numbered 538 people. The sample in this study was taken based on the random sampling method using the *simple random sampling* technique. So based on the calculations above, the sample in this study was 84 people. The sampling technique is *probability sampling* using *proportionate stratified random sampling*. Data collection techniques in this study used methods, documentation studies, interviews, and questionnaires. The data analysis used in this study is quantitative, that is, testing and analyzing data by calculating numbers and then drawing conclusions from the test.

Results and Discussion

Multiple Linear Regression

Table 2. Multiple Linear Regression Test Results

Coefficients^a					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.108	2.798		1.468	.146
Leadership	.461	.095	.400	4.863	.000
Work Culture	.385	.066	.477	5.801	.000
A. Dependent Variable: Work Discipline					

Source: SPSS Data Processing 24.00 (2022)

From table 2 above known the following values:

1) Constant   = 4.108
2) Leadership   = 0.461
3) Work culture   = 0.385

     The results are entered into the multiple linear regression equation so that the following equation is known:

$$Y = 4.108 + 0.461 + 0.385$$

Information:

1. A constant of 4.108 indicates that if the value of the independent variable is considered constant, then the work discipline at PT. ARA will increase by 4,108.
2. $\beta 1$ of 0.461 with a positive direction of influence indicates that if leadership increases, it will be followed by an increase in labor discipline by 0.461 assuming other independent variables are considered constant.
3. $\beta 2$ of 0.385 with a positive direction of influence indicates that if work culture increases, it will be followed by an increase in work discipline by 0.385 assuming other independent variables are considered constant.

Test t (Partial Test)

Table 3. Test Results t (Partial Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	4.108	2.798		1.468	.146
	Leadership	.461	.095	.400	4.863	.000
	Work Culture	.385	.066	.477	5.801	.000
A. Dependent Variable: Work Discipline						

Source: SPSS Data Processing 24.00 (2022)

a) The Influence of Leadership on Work Discipline

    Based on table 4.10 above, t is obtained for the leadership variable of 4.863 for an error of 5% test 2 parties and dk = n-k (84-2 = 82), obtained t table 1.989. If t counts > t table then there is an influence between leadership and work discipline, vice versa if t count < t table then there is no influence between leadership and work discipline, in this case t count 4.863> t table 1.989. This means that there is an influence between leadership and work discipline at PT. ARA.

    Furthermore, it can also be seen that the sig value is 0.000 while the significant level of α previously set is 0.05, then the sig value is 0.000 < 0.05, so that H0 is rejected this means that there is a significant influence between leadership and work discipline at PT. ARA.

b) The Influence of Work Culture on Work Discipline

    Based on table 4.10 above, t is obtained for the work culture variable of 5.801 for error 5% test 2 parties and dk = n-k (84-2 = 82), obtained t table 1.989. If t counts > t table then there is an influence between work culture and work discipline, vice versa if t count < t table then there is no influence between

work culture and work discipline, in this case t count 5.801> t table 1.989. This means that there is an influence between work culture and work discipline at PT. ARA.

Furthermore, it can also be seen that the sig value is 0.000 while the significant level of α previously set is 0.05, then the sig value is 0.000< 0.05, so that H0 is rejected this means that there is a significant influence between work culture and work discipline at PT. ARA.

Test F (Simultaneous Test)

Table 4. F Test Results (Simultaneous Test)

Anova[a]						
Model		**Sum Of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	782.462	2	391.231	47.574	.000[b]
	Residual	666.109	81	8.224		
	Total	1448.571	83			
A. Dependent Variable: Work Discipline						
B. Predictors: (Constant), Work Culture, Leadership						

Source: SPSS Data Processing 24.00 (2022)

From table 4 above it can be seen that the F value is 47.874, then the sig value is 0.000. The significant level used was 5%, two-party test and dk = n-k-1.

Based on table 4 above, F count for leadership and work culture variables is 47.874 for error 5% test 2 parties and dk = n-k-1 (84-2-1=81), obtained F table 3.11. If F counts > F table then we get the influence between leadership and work culture on work discipline, in this case F count 47.874> F table 3.11. This means that there is an influence between leadership and work culture on work discipline at PT. ARA.

Furthermore, it can also be seen that the sig value is 0.000 while the significant level of α previously set is 0.05, then the sig value is 0.000 < 0.05, so that H0 is rejected this means that there is a significant influence between leadership and work culture on work discipline at PT. ARA.

Coefficient of Determination (R-Square)

Table 5. Results of the Coefficient of Determination

Model Summary[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error Of The Estimate**
1	.735[a]	.540	.529	2.86768
A. Predictors: (Constant), Work Culture, Leadership				
B. Dependent Variable: Work Discipline				

Source: SPSS Data Processing 24.00 (2022)

From table 5 above, it can be seen that the R value is 0.735 or 73.5%, which means that the close relationship between work discipline and its independent variables, namely leadership and work culture is moderate. The R-Square value in this study is 0.540 which means 54% of the variation in work discipline is explained by independent variables, namely leadership and work culture. While the remaining 46% was explained by other variants not studied in this study.

Then the *standard error of the estimated* means measuring the variable from the predicted value. *The standard error of the estimated* is also called the diviation standard. *The standard error of the estimated* in this study is 2.86768 where the smaller the standard deviation means the better the model is at predicting work discipline.

The Influence of Leadership on Work Discipline

Based on the results of the above research between leadership towards work discipline at PT. ARA. obtained tcount 4.863> ttable 1.989 and has a significant number of 0.000 < 0.05 means that H0 is rejected and Ha is accepted which shows that partially there is a significant influence between leadership on work discipline at PT. ARA.

Several studies have shown that there is no one best way to lead subordinates. This depends on the leader, subordinates, and the existing situation. A good leader will definitely get more work results from his subordinates with an attitude as a good leader (Robbins & Judge, 2013). To know the appropriate leadership, they not only see their position as leaders who want everything done, but they must also work within the existing structure effectively.

The existence of leadership that is in accordance with the situation and conditions of the organization, employees will be more disciplined and enthusiastic in carrying out their duties and obligations and have expectations of meeting needs. Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in creating discipline so that employees want to comply with all the rules set by the organization (Mustafa &; Maryadi, 2017).

This is in accordance with the results of research conducted by (Jufrizen, 2015), (Kamal, 2015); (Liyas, 2017) and (Rizal &; Radiman, 2019) which concluded that leadership has a significant influence on employee work discipline.

The Influence of Spelling Culture on Work Discipline

Based on the results of the above research between work culture and work discipline at PT. ARA. obtained tcount 5.801> ttable 1.989 and has a significant number of 0.000< 0.05 means that H0 is rejected and Ha is accepted which shows that partially there is a significant influence between work culture on work discipline at PT. ARA.

Work discipline as a demand for companies in serving the people who use their services. Employees are required to obey the rules to achieve goals according to the provisions. Undisciplined employees will have an impact on, a, work, which is not completed and affects the low service to the community, this causes not optimal performance of the company. The success of a job, comes from the values and behaviors inherent in customs known as culture.

Culture is associated with the quality of work called work culture. Work culture is well known to humans, but it is not immediately realized by humans that the success of a job comes from their habitual values and behaviors (Supriyadi &; Guno, 2012). The purpose of work culture is to improve the behavior and discipline of human resources so that work productivity increases and is able to face obstacles in the future.

This is in accordance with the results of research conducted by (Ruliyansa, 2018); (Puspita &; Sudarijati, 2018) and (Sofyan, Jabbar, &; Sunarti, 2019) which concluded that work culture has a significant influence on employee work discipline.

The Influence of Leadership and Work Culture on Work Discipline

Based on the results of research obtained on the influence of leadership and work culture on work discipline at PT. ARA. From the ANOVA (*Analysis Of Variance*) test in the table above, the Fcalculate is 47.574 while the Ftable is known to be 3.11. Based on these results it can be seen that the significant level is 0.000< 0.05 so that H0 is rejected and Ha is accepted. So it can be concluded that the variables of leadership and work culture have a significant effect on work discipline at PT. ARA.

In a company, discipline must be enforced and must be obeyed by every employee and will automatically see development or progress in the company. But in a company also really needs a reliable, sturdy leader attitude to establish and maintain the company by supervising each employee to always apply discipline that refers to each employee's performance.

Work culture can also affect employee discipline. Work culture in an organization has the potential to increase employee discipline when carrying out activities and activities that have been planned and programmed. As according to (Sedarmayanti, 2011) work culture is a person's lifestyle based on a perspective that is based on good personality values and according to general standards has also become character, ability and intensity of driving to give positive strength to everyone so that they always get results in every job.

This is in accordance with the results of research conducted by (Pakaya, 2020) which concluded that leadership and work culture have a significant influence on employee work discipline.

Closing
Conclusion

Based on the results of research and discussions that have been stated previously, conclusions can be drawn from research on the influence of leadership and work culture on work discipline at PT. ARA.
1. Partially, leadership has a significant effect on work discipline at PT. ARA.
2. Partially, work culture has a significant effect on work discipline at PT. ARA.
3. Simultaneously, leadership and work culture have a significant influence on work discipline at PT. ARA.

Suggestion

Based on the conclusions above, in this case the author can suggest the following:
1. To the Chairman of PT. ARA should be able to continue to pay attention to all work activities carried out by its employees so that employees feel cared for and valued so that employees become willing and have a high attachment to the company in order to achieve company goals
2. It needs to be suggested to PT. ARA to further improve the cultural condition of its organization by cultivating joint activities in the form of sports or other religious activities together. Then to support organizational commitment, employees should always have a sense of ownership of the company, employees should always care about problems that occur in the company, employees should always have emotional attachment to the company. With this togetherness will improve organizational culture and organizational commitment. Thus employee performance will increase even more and if employee performance increases, employees will feel satisfied with their achievements.
3. For future research, researchers can examine other variables not only leadership and work culture. Researchers can add other variables and increase the length of research to get more accurate results of what actually affects employee discipline the most.

Research Limitations

Based on the experience of researchers in this research process, there are several limitations that can be a factor to be more considered for future research to perfect the research because this research certainly has shortcomings that need to be improved in future studies. Some limitations in the study, among others:

1. Limited time and knowledge from the author so that the sample studied in this study was only 84 employees of PT. ARA.
2. In influencing work discipline, only use leadership and work culture factors, while there are still many factors that affect work discipline.
3. In the process of taking data, the information provided by respondents through questionnaires sometimes does not show the true opinion of respondents, this happens because sometimes differences in thoughts, assumptions and understandings are different for each respondent, as well as other factors such as honesty factors in filling in respondents' opinions in the questionnaire.

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