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## **ANTECEDENTS OF EMPLOYEE WORK DISCIPLINE**

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### *Abstract*

*This study aims to determine, test and analyze the influence of the antecedent factors of leadership, supervision, work environment and commitment to employee discipline at the Lesane Village office, Masohi City, Central Maluku. This study uses a descriptive-quantitative approach with a causal correlation type. The population used in this study were all employees of the Lesane Village Office, Masohi City, Central Maluku, consisting of 27 people. The sample is part of the number and characteristics possessed by the population. The method of determining the sample is full sampling because the population is very small. Data were analyzed using multiple linear regression analysis. The results of the study concluded that the antecedents of leadership, supervision, work environment and organizational commitment had a positive and significant effect on employee discipline at the Lesane Village Office, Masohi City, Central Maluku, both partially and simultaneously.*

**Keywords :** *Leadership; Supervision; Work Environment; Commitment; Discipline*

## **BACKGROUND**

Work discipline is a form of awareness that grows within a person in fulfilling responsibilities and obeying existing regulations within the company. To be able to control employee work discipline, supervision is needed. Supervision is very important in improving employee discipline. In order to encourage employee discipline, it is necessary to have a mutually beneficial working relationship

between leaders and employees. Employees show a high level of discipline for the progress of the organization, while leaders provide feedback on employee discipline, namely by providing rewards (compensation) to employees who are disciplined and punishments (punishments) to employees who have low discipline.

Work discipline is training or education in politeness and spirituality as well as developing character. Work discipline is defined as a person's attitude of obedience to rules or regulations that apply in the organization based on awareness and conscience, not because of an element of coercion (Marwanto & Nugroho, 2014).

Work discipline is a management action that encourages members to fulfill the demands of various provisions in management. Work discipline is very important for the employee concerned and for the organization because work discipline will affect employee work productivity. Therefore, employees are the main driving force in the organization. Good work discipline reflects a person's sense of responsibility for the tasks assigned to him (Pernanda, 2021).

Lesane is a sub-district located in Masohi City sub-district, the capital of Central Maluku Regency, Maluku Province, Indonesia. The area of this sub-district is around 4.93 km<sup>2</sup>, and in 2020 it had a population of 4,772 people (2,395 men and 2,377 women), with a population density of 968 people/km. To provide maximum service to the population, it is very important for the Lesane Village Office, Masohi District, Central Maluku Regency, to improve employee discipline. Improving work discipline generally aims to provide feedback to employees in an effort to improve their work performance and increase organizational productivity, and is specifically carried out in relation to various policies towards employees such as for the purposes of promotions, salary increases, education and training, etc. Thus, assessment of work discipline can be a basis for assessing the extent to which HRM activities are carried out well.

Factors that influence discipline have been studied by several researchers. The role of leadership in discipline was researched by (Mawarsih, 2017), (Brahmasari & Mahendra, 2014), (Sofya, 2020) and Liyas (2019). Meanwhile, the influence of supervision on discipline has been carried out by (Kurniawan, Hermanto, & Susanto, 2022), (Mawarsih, 2017), (Kamal, 2015), Sigar, Sambul, & Asaloei (2018) and Pernanda (2021) stated that monitoring employee work is an important need in designing activities and increasing employee discipline which will influence organizational development.

The work environment can influence an employee to be disciplined in doing a job. A comfortable work environment can support an employee's needs when doing work and can increase an employee's discipline when carrying out daily activities to complete work (Puspitasari, Nuraina, & Utomo, 2017), (Sihombing, 2014), (Hafsah & Yusuf, 2020) and (Sugiyatmi, Minarsih, & Gagah, 2016) as well as (Marwanto & Nugroho, 2014). Meanwhile, Andhika & Pane (2018) explained that the variables of organizational commitment and supervision have an influence on employee work discipline.

## METHODE

His research uses a descriptive-quantitative approach with a correlational cause-and-effect type, meaning that the relationship between the independent variable and the dependent variable is a cause-and-effect relationship. The research was carried out by the Lesane District Office, Masohi City, Central Maluku. This research was carried out for 2 (two) months, namely April to June 2023. The population used in this research was all 27 employees of the Lesane Subdistrict Office, Masohi City, Central Maluku. The sample is part of the number and characteristics of the population. The sampling method is full sampling because the population is very small. The data analysis technique in this research uses descriptive analysis and multiple linear regression analysis with the following equation :

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where :

Y = Discipline

X1 = Leadership

X2 = Supervision

X3 = Work Environment

X4 = Organization Commitment

b<sub>0</sub>, b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub>, b<sub>4</sub> = Regression coefficients

e = Interference error (error term)

The influence of the independent variable on the dependent variable is tested with a confidence interval of 95% or alpha = 0.05. This can be determined by carrying out simultaneous tests and partial tests.

## RESULT AND DISCUSSION

### Result

The influence of the independent variables, namely leadership (X1), supervision (X2), work environment (X3) and organizational commitment (X4) on the dependent variable, namely employee discipline (Y), is known through multiple linear regression calculations. Based on the results of data processing using the SPSS 21.00 program, the following table was obtained :

**Table 1**  
**Results of Multiple Linear Regression Analysis**

Variable	Regression Coefficient	t.count	Probabality	r <sup>2</sup> Partial
Leadership (X <sub>1</sub> )	0,403	2,389	0,001	0,484
Supervision (X <sub>2</sub> )	0,281	2,967	0,009	0,302
Work Environment (X <sub>3</sub> )	0,112	2,535	0,007	0,175
Organization Commitmen (X <sub>4</sub> )	0,151	2,242	0,006	0,252
Constanta : 0,234	F. Ratio	: 13,951		
R square : 0,801	Prob.	: 0,000		
Multiple R : 0,895	n	: 27		

Based on Table 1, the multiple regression equation is as follows:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

$$Y = 0,234 + 0,403 X_1 + 0,281 X_2 + 0,112 X_3 + 0,151 X_4 + e$$

The equation above means that :

- 1) The b<sub>0</sub> value of 0.234 indicates that employee discipline is 0.234 units with the assumption that it is not influenced by leadership (X1), supervision (X2), work environment (X3) and organizational commitment (X4).

- 2) The  $b_1$  value of 0.403 is positive, indicating that if leadership increases by 1 (one) unit, employee discipline will increase by 0.403 units, assuming other variables are constant.
- 3) The  $b_2$  value of 0.281 is positive, indicating that if supervision increases by 1 (one) unit, employee discipline will increase by 0.281 units, assuming other variables are constant.
- 4) The  $b_3$  value of 0.112 is positive, indicating that if the work environment increases by 1 (one) unit, employee discipline will increase by 0.112 units, assuming other variables are constant.
- 5) The  $b_4$  value of 0.151 is positive, indicating that if organizational commitment increases by 1 (one) unit, employee discipline will increase by 0.151 units, assuming other variables are constant.

Next, testing is carried out to find out whether the proposed hypothesis is accepted or rejected, as explained below :

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**a. First, Second, Third and Fourth Hypothesis Testing**

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The first, second, third and fourth hypotheses state leadership (X1), supervision (X2), work environment (X3) and organizational commitment (X4) on the dependent variable, namely employee discipline (Y), partially. The test was carried out by confirming the calculated t value with the t table value at degrees of freedom ( $df=22$ ).

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- 1) The calculated t value for leadership (X1) is  $2.389 > t$  table value ( $df=22$ ) is 2.074; so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means leadership has a partial effect on employee discipline.
  - 2) The calculated t value for supervision (X2) is  $2.967 > t$  table value ( $df=22$ ) is 2.074; so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that supervision has a partial effect on employee discipline.
  - 3) The calculated t value for the work environment (X3) is  $2.353 > t$  table value ( $df=22$ ) is 2.074; so it can be concluded that  $H_0$  is rejected,  $H_a$  is
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accepted, which means that the work environment has a partial effect on employee discipline.

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- 4) The calculated t value for organizational commitment (X4) is  $2.105 > t$  table value (df=22) is 2.074; so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that organizational commitment has a partial effect on employee discipline.

#### **b. Fifth Hypothesis Testing**

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The fifth hypothesis states that leadership (X1), supervision (X2), work environment (X3) and organizational commitment (X4) affect the dependent variable, namely employee discipline (Y), simultaneously. Testing is carried out by confirming the calculated F value with the table F value in df (5)(22). The table above shows the calculated F value of  $13.951 > F$  table in df (5)(22) of 4.53; so it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means leadership (X1), supervision (X2), work environment (X3) and organizational commitment (X4) on the dependent variable, namely employee discipline (Y) simultaneously. The magnitude of the influence of these five variables is 0.801 or 80.1% of the discipline variable is influenced by leadership (X1), supervision (X2), work environment (X3) and organizational commitment (X4) and the remaining 19.9% (100%-80, 1%) is influenced by other variables not included in the research model.

#### **c. Sixth Hypothesis Testing**

Table 1 shows the results of multiple linear regression analysis, where it can be seen that the largest regression coefficient value is the leadership variable (X1), as well as the calculated t value and partial  $r^2$  value, which shows that the largest influence comes from the leadership variable with an influence size of 48.4%, because it has the largest correlation coefficient value among the four other variables. The regression coefficient shows the magnitude of the influence of each independent variable (X1,X2,X3,X4) on the dependent variable (Y) if the size of the other independent variables in the model is fixed.

## Discussion

### a. Leadership Antecedents to Discipline

The research results show that the leadership regression coefficient of 0.403 is positive, indicating that if leadership increases by 1 (one) unit, employee discipline will increase by 0.403 units, assuming other variables are constant. Likewise, from the partial test results it is known that the calculated t value for leadership (X1) is  $2.389 > t$  table value (df=22) is 2.074; so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means leadership has a partial effect on employee discipline.

The results of this research are in line with (Mawarsih, 2017) which states that leaders who are able to carry out their duties well and build relationships with other employees will be more effective in achieving daily tasks. The formation of disciplinary behavior is influenced by personality factors and environmental factors, namely leadership quality, welfare and reward systems. A leader is said to be effective and qualified in his leadership, if his subordinates are well disciplined. Maintaining and improving good discipline is difficult, because many factors influence it.

A leader is said to be effective in his leadership if his subordinates are well disciplined. The leader's example plays a very important role in determining employee discipline because the leader is used as an example and role model by his subordinates. Leaders must set a good example, be well disciplined, honest, fair, and match their words with their actions. With the example of a good leader, the discipline of subordinates will also be good. Empirically, the influence of leadership on discipline is in line with what was done by (Brahmasari & Mahendra, 2014) who found that leadership has a significant positive impact on work discipline and employee performance.

Factors that influence employee work discipline include whether or not there are exemplary leaders in the company, the leadership's courage in taking action (sanctions/punishments), whether or not there is supervision by leaders and whether or not they pay attention to employees. Several factors influence employee work discipline, namely the example of a leader plays a very important role in determining employee discipline, the actions of a leader who applies good justice will also create good discipline, as well as the inherent actions of the leader in creating discipline. From several factors, it can be concluded that a leader's leadership style can influence employee work discipline (Sofya, 2020).

Every leader is said to be effective in his leadership, if his subordinates are well disciplined. According to Liyas (2019), discipline can be successful if leaders are wise, prudent, set an example, are disciplined, and implement all procedures consistently. He must avoid favoritism which can give rise to prejudice, resentment, envy and social jealousy.

#### **b. Antecedents of Supervision of Discipline**

The research results show that the supervision regression coefficient of 0.281 is positive, indicating that if supervision increases by 1 (one) unit, employee discipline will increase by 0.281 units, assuming other variables are constant. Likewise, from the partial test results it is known that the calculated t value for supervision (X2) is  $2.967 > t$  table value (df=22) is 2.074; so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that supervision has a partial effect on employee discipline.

The results of this research are in line with (Kurniawan et al., 2022) that supervision is believed to be an activity that identifies and corrects crucial deviations in the intended results of various planned activities. Supervision is also included as an effective and real action in preventing errors, correcting mistakes, enforcing discipline, increasing work performance.

Discipline is impossible without good supervision, leaders must have the supervision system they need to direct their subordinates appropriately. Based on the description above, it can be concluded that to enforce work discipline, supervision is very necessary. Because with supervision, employees are expected to be able to act and behave in accordance with what the organization desires, which will ultimately determine the achievement of predetermined goals. So supervision must be directed at efforts to create an orderly and disciplined atmosphere, which grows and develops based on awareness within itself (Mawarsih, 2017) and (Kamal, 2015).

Effective supervision requires a high level of leadership including moral formation, developing cooperation, the ability to instill discipline and human traits. This is because leaders have a big influence in enforcing discipline among subordinates. The relationship between supervision and employee work discipline can also be seen from the opinion of Sigar, Sambul, & Asaloei (2018) who stated that discipline is impossible without good supervision, leaders must have the supervision system they need to direct their subordinates appropriately.. Pernanda (2021) states that monitoring employee work is an important need in designing activities and increasing employee discipline which will influence organizational

development. Apart from that, government agencies also need a basic will that can improve work results well.

### **c. Work Environment Antecedents to Discipline**

The research results show that the work environment regression coefficient of 0.112 is positive, indicating that if the work environment increases by 1 (one) unit, employee discipline will increase by 0.112 units, assuming other variables are constant. Likewise, from the partial test results it is known that the calculated t value for the work environment (X3) is  $2.353 > t$  table value (df=22) is 2.074; so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that the work environment has a partial effect on employee discipline.

The results of this research are in line with (Puspitasari et al., 2017) that the work environment can influence an employee to be disciplined in carrying out a job. A comfortable work environment can support an employee's needs when doing work and can increase an employee's discipline when carrying out daily activities to complete work.

The work environment includes the physical environment, social environment and psychological environment which has a positive influence on work discipline (Sihombing, 2014). An adequate work environment will have an impact on increasing employee discipline so that they can achieve the expected goals in the organization. Likewise, if the organization does not have an adequate work environment, it cannot have good work discipline (Hafsah & Yusuf, 2020). The work environment has a positive and significant effect on employee work discipline (Sugiyatmi et al., 2016).

The work environment is a place where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employees' emotions. If an employee likes the work environment in which he works, then the employee will feel at home in his workplace, carrying out his activities so that working time is used effectively. Productivity will be high and automatically employee work performance will also be high. The work environment includes the work relationship between subordinates and superiors as well as the physical environment where employees work (Marwanto & Nugroho, 2014).

#### **d. Antecedents of Commitment to Discipline**

The research results show that the organizational commitment regression coefficient of 0.151 is positive, indicating that if organizational commitment increases by 1 (one) unit, employee discipline will increase by 0.151 units, assuming other variables are constant. Likewise, from the partial test results it is known that the calculated t value for organizational commitment (X4) is  $2.105 > t$  table value (df=22) is 2.074; so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that organizational commitment has a partial effect on employee discipline.

The results of this study are in line with Andhika & Pane (2018) explains that the variables of organizational commitment and supervision have an influence on employee work discipline. Therefore, companies must pay more attention to organizational commitment, such as creating more brotherhood so that relationships and cooperation within the organization are established over a long period of time and run well and will also create good commitment and high loyalty from each individual.

## **CONCLUSION**

Based on the results and discussion that have been presented, it is concluded that the antecedent factors of leadership, supervision, work environment and organizational commitment have a positive and significant effect on employee discipline at the Lesane Subdistrict Office, Masohi City, Central Maluku, both partially and simultaneously.

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