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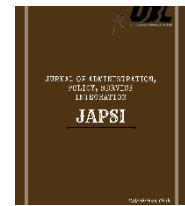
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The Influence of Organizational Culture and Leadership Style on Employee Work Discipline the Mesuji Regency Maritime and Fisheries Service

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Abstract:

The problem lifted in this research is discipline work officer of The Office of Marine and Fisheries in Mesuji Regency. This research aim to lay open (1) influence of organization culture to discipline work officer, (2) influence of leadership style to discipline work officer, (3) Influence of organization culture and leadership style by together to discipline work officer. This research uses explanatory survey method. The population of this research are all officer of the Office of Marine and Fisheries in Mesuji Regency. Sample in this research entire/all from population that is as much 39 people. This Research consist of 3 (three) variables namely: organization culture (X1) and leadership style (X2) as independent variables and discipline work officer (Y) as a dependent variables. Result of analysis indicated that there are organization culture contribution to discipline work officer, contribution of leadership style to discipline work officer, and while organization culture contribution and leadership style concurrently to discipline work officer. The result of this reseach indicates that there is a positive influence and significant of organization culture toward discipline work officer, there is a positive influence and significant of leadership style toward discipline work officer, there is also a multiple positive influence and significant of organization culture and leadership style toward discipline work officer of The Office of Marine and Fisheries in Mesuji Regency. In an effort to improve the discipline work officer in the Office of Marine and Fisheries in Mesuji Regency need an increase in the quality of organization culture and leadership style. The higher the quality of organization culture and leadership style in the Office of Marine and Fisheries in Mesuji Regency the higher the quality of discipline work officer.

Keywords: *Organization Culture, Leadership Style, Discipline Work Officer.*

1. Introduction

The Marine and Fisheries Service is one of the regional organizations under the Mesuji Regency Government which was formed to assist the regent in determining policies in the field of Animal Husbandry and Fisheries based on the principle of autonomy which is the authority, deconcentration and assistance tasks and other duties according to policies set by the Mesuji

Regent based on applicable laws and regulations. With the main tasks and functions carried out, the staff or employees are a very strategic element in influencing the implementation of the task, the Mesuji Regency Marine and Fisheries Service for which various coaching efforts are made to the staff. Through technical coaching, the implementation of technical training and functional planners, as well as buying rewards and funishman in accordance with applicable regulations and involving employees in various activities that have an impact on providing additional incentives, and so on (Andini *et al.*, 2023). Technical capabilities in the organization will certainly ensure the quality of organizational culture that makes employee discipline run optimally (Ramadona *et al.*, 2020).

Increasing discipline in the organization is a form of human resource management with the aim of forming employees who can obey and understand the rules in the organization, so that the organizational culture will be well formed (Barusman *et al.*, 2020). As is known, employees who have discipline at work will be reflected in their seriousness in carrying out work, obedience in implementing predetermined rules and work achievements (Oktaviannur & Pratama, 2016). Work discipline in organizations, both public and private, has a significant influence on organizational productivity (Kuswibowo, 2021).

To form good employee discipline, the role of leadership style in the organization and the prevailing culture is needed. Armawan & Suana (2019) stated that work discipline in the organization is inseparable from the role of a leader and the habits of employees who form a culture in the organizational environment. However, based on the results of the pre-survey, employee discipline at the Mesuji Regency Marine and Fisheries Service has not gone well enough, here are some empirical problems related to employee discipline at the Mesuji Regency Marine and Fisheries Service, namely: (1) there are still some employees who are late in filling out the attendance list; (2) Some employees use working hours for personal interests and often go home before time; (3) employees are less conducive, and often late in completing work, (4) then the implementation of field tasks carried out is not in accordance with procedures and is not accounted for.

This phenomenon resulted in an unstable number of programs and activities implemented by the Mesuji Regency Marine and Fisheries Service. For this reason, in-depth research was conducted with the aim of knowing the effect of organizational culture and Leadership Style on employee work discipline at the Mesuji Regency Marine and Fisheries Service.

2. Literature review

a. Organizational Culture

Organization is a container formed from the cooperation of a group of people to achieve certain goals effectively and efficiently (Roy & Sumartik, 2021). Organizational culture is a comprehensive set in the organization related to the activities and implementation of activities within the organization. Organizational culture practically determines quality management in public organizations (Spasojević-Brkić *et al.*, 2020). Gibson *et al.*, (2019) states that organizational culture has 4 (four) areas of behavior, namely: shared beliefs, organizational values, rules of conduct, maintaining and maintaining work stability. Organizational culture is a description of behavior and habits in organizations in both the public and private sectors (Di Stefano *et al.*, 2019). Soomro & Shah (2019) stated that culture in organizations is

performance-oriented and organizational commitment and has a major influence on job satisfaction in organizations. Miao *et al.*, (2019) stated that the mechanism in public sector organizations is a culture that guides the implementation of activities and values in the organization.

b. Leadership Style

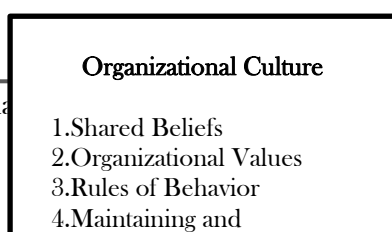
Leadership is the process of influencing the activities of a person or group of people to achieve goals in a particular situation (Dharma, 2004). Alblooshi *et al.*, (2021) stated that the leadership style in the organization directly impacts the climate and behavior of employees in the organization. In the public sector, leadership style is influential in encouraging innovation and competence of public employees (Khan & Khan, 2019). Gameda & Lee (2020) stated that leadership is the main element in the organization that determines the organization runs effectively. Dharma (2004) states that leadership style is the behavior of leaders who influence the behavior of people they lead. leadership styles in organizations consist of: (a) instructive leadership style, (b) consultative leadership style, (c) participative leadership style, and (d) leadership style that delegates.

c. Discipline Work

Discipline is theoretically related to a person's commitment and knowledge in a profession as a measure of professionalism (Wilson, 2020). Work discipline in the organization is an organizational commitment that proves that organizational leadership runs effectively so as to form the commitment of employees in carrying out work in accordance with organizational rules and norm (Roy & Sumartik, 2021). Saputri *et al.*, (2020) stated that work discipline has a positive influence on work performance and employee performance. Disciplinary activities carried out to encourage employees to follow the rules and procedures that apply in the organization.

Suryadi (2014) stated that a person's discipline at work can be seen from several indicators as follows: (1) Attendance Rate, namely the number of days employees come to work in accordance with the predetermined work schedule; (2) Compliance, namely employee obedience to applicable rules and regulations and obeying orders and instructions from the leadership; (3) Task Implementation, namely how employees carry out the tasks assigned to them; (4) Sanctions, namely how the leadership imposes sanctions for violations of discipline on employees who violate applicable rules / regulations; (5) Authority and Responsibility, namely how employees accept and carry out properly the authority and responsibility given to them.

Research Framework



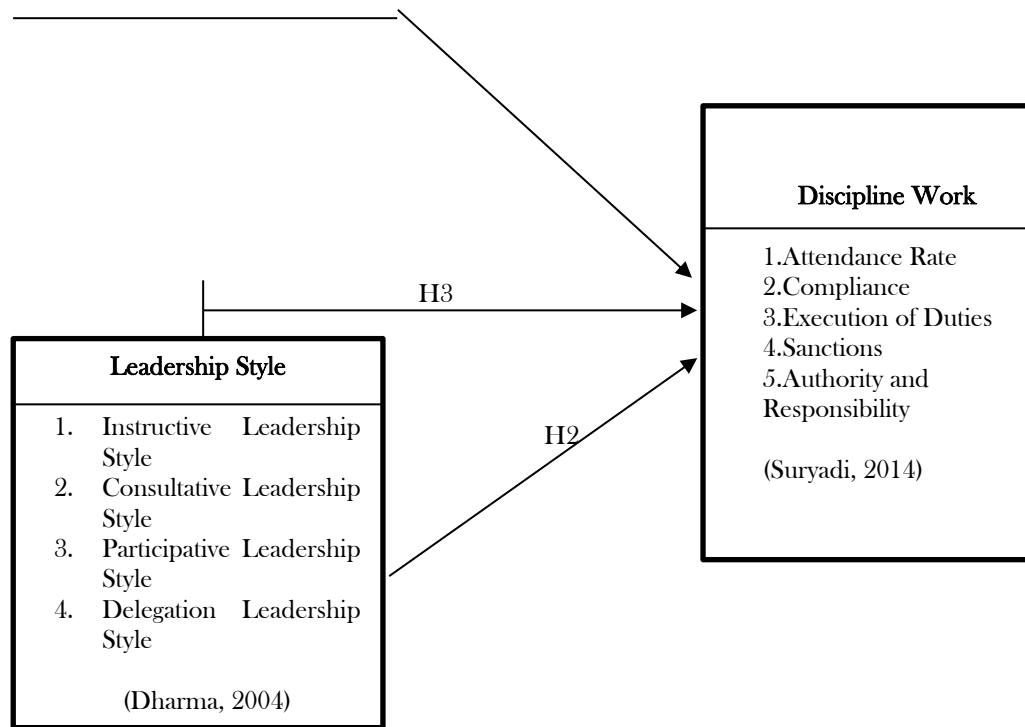


Figure 1. Framework

Hypothesis

1. There is a significant influence of organizational culture on work discipline.
2. There is a significant influence of leadership style on work discipline.
3. Organizational culture and leadership style have an influence on employee work discipline.

3. Methodology

This research uses quantitative methods that are directed to reveal the influence between independent and dependent variables and test the significance of the influence between these variables. Sari *et al.*, (2022) stated that the explanatory survey technique is a survey research using quantitative analysis methods so that research can run directed to the study of correlation and regression between the independent variable and the dependent variable. In this researcher took the entire population to be sampled in the research total sampling because the population was less than 100 people. The number of employees at the Mesuji Regency Marine and Fisheries Service amounted to 41 people. The research population was only 39 people because the researcher who was also an employee of the Mesuji Regency Marine and Fisheries Service was not included in the research population as the Head of the Mesuji Regency Marine and Fisheries Service who was the leader in the organization was also not included in the research population because it was the object of research or the independent variable (X2). Research location at the Mesuji Regency Marine and Fisheries Service.

Variable Operationalization

Tabel 1 Variable Operationalization

Variable research	Dimension	Indicator
Organizational Culture (X1)	1. Shared Beliefs	a. Maintain the good name of the Organization in carrying out Tasks b. Prioritizing good service to the community
	2. Organizational values	a. Innovation and courage to take risk b. Result-oriented c. Team-oriented
	3. Rules Behavior	a. Comply with superior orders at work b. Carry out work based in existing instructions c. Carry out tasks in accordance with the authority given
	4. Maintaining and maintaining work stability	a. Be aggressive and comprehensively work stability b. Emphasize the maintenance of work performance
Leadership Style (X2)	1. Instructive leadership style	a. Leaders give a lot of direction but little support to subordinates b. One-way communication c. Problem-solving and decision-making
	2. Consultative leadership style	a. Shows a lot of direction but also provides a lot of support for subordinates b. Promotes the process of serving the values of followers for higher organizational goals
	3. Participative leadership style	a. The position of control over problem solving and decision making is held alternately b. Motivates subordinates rather than closely supervising them c. Creating an atmosphere of friendship and relationship of mutual trust and respect with group members
	4. Delegative leadership style	a. Delegation of decision and full responsibility in carrying them out is left to subordinates b. The leader discusses the problem together with subordinates so that an agreement is reached on the problem definition
Discipline work employee (Y)	1. Attendance rate	a. Attendance is a concern in carrying out tasks unless there is a very urgent obstacle b. Employees are accustomed to asking permission to give news when absent from work
	2. Compliance	a. In carrying out their work employees always obey what is assigned and paid attention to by superiors

- 3. Task Implementation
 - b. Obedience to work rules set by the organization is always a priority scale at work
 - a. Completing all tasks and work first before asking permission to be absent from work
 - b. Accepting and doing well every task assigned in accordance with the authority and responsibility given
- 4. Sanctions
 - a. Ready to accept strict sanctions if making mistakes
 - b. Ready to accept sanctions that are given objectively to violations committed
- 5. Authority and responsibility
 - a. In carrying out the work, employees never violate the limits of regulatory provisions related to the assigned work
 - b. Always obey and comply with the implementation of tasks in order to produce good work

Source: Data Processed, 2023

4. Research Results and Discussion

Analysis of Organizational Culture Variables

Table 2. Results of Respondents' Statements About Organizational Culture (X1)

Dimention	Indicator	Average	%	Criteria
1. Shared Beliefs	a. Maintain the good name of the Organization in carrying out Tasks	3,07	61,53	Medium
	b. Prioritizing good service to the community	3,38	67,69	Medium
Average		3,22	64,61	Medium
2. Organizational Value	a. Innovation and courage to take risk	3,15	63,07	Medium
	b. Result-oriented	3,23	64,61	Medium
	c. Team-oriented	3,17	63,58	Medium
Average		3,18	63,75	Medium
3. Rules Behavior	a. Comply with superior orders at work	2,94	58,97	Medium
	b. Carry out work based in existing instructions	3,35	67,17	Medium

	c. Carry out tasks in accordance with the authority given	3,43	68,71	High
Average		3,24	64,95	Medium
4. Maintaining and maintaining work stability	a. Be aggressive and comprhenssively work stability	3	60,00	Medium
	b. Emphasize the maintenance of work performance	3,28	65,64	Medium
	Average	3,14	62,82	Medium

Source: Data Processed, 2023

Based on the results of the analysis of the statement, the highest score of respondents' answers about organizational culture is in the indicator "carrying out tasks in accordance with the authority given" with a percentage of 68.71%. While the indicator with the lowest percentage, as presented in the table, is the indicator "obeying superior orders at work" of 58.97%. This indicator is still in the medium criterion.

Analysis of Leadership Style Variables

Table 3. Results of Respondents' Statements About leadership style (X2)

Dimention	Indicator	Average	%	Criteria
1. Instructive leadership style	a. Problem-solving and decision-making	3,33	66,66	Medium
	b. One way communication	3,25	65,12	Medium
	c. Problem-solving and deccision-making	3,3	66,15	Medium
Average		3,23	63,07	Medium
2. Consultative leadership style	a. Shows a lot of direction but alsoo provides a lot of support for subordinates	3,23	64,61	Medium
	b. Promotes the process of serving the values of followers for higher organizational goals	3,07	61,53	Medium
Average		3,15	63,07	Medium
3. Peticipative leadership style	a. The position of control over problem solving and decision making is held alternately.	3,25	65,12	Medium
	b. Motivates subordinates rather than closely supervising them	3,33	66,66	Medium

	c. Creating an atmosphere of friendship and relationship of mutual trust and respect with group members	3,43	68,71	High
	Average	3,27	65,63	Medium
4. Delegative leadership style	a. Delegation of decision and full responsibility in carrying them out is left to subordinates.	3,15	63,07	Medium
	b. The leader discusses the problem together with subordinates so that an	3,35	67,17	Medium
	Average	3,25	65,12	Medium

Source: Data Processed, 2023

From the table it can be seen that all respondents answered in the medium category. analysis of statements that obtained the highest score of respondents' answers about leadership style as presented in the table, there is an indicator "leaders discuss problems together with subordinates so that an agreement is reached on the definition of the problem" with a percentage of 67.17%. The indicator with the lowest percentage, as presented in the table, is the indicator "promoting the process of serving the values of followers for higher organizational goals" of 61.53%. This indicator is still in the medium criterion. The low number of respondents' answer scores for this statement can be interpreted that the leadership style variable with this indicator is not good so that real efforts are needed to improve conditions which are ultimately expected to improve employee discipline.

Analysis of Discipline Employee works Variables

Table 4. Results of Respondents' Statements About discipline employee works (Y)

Dimension	Indicator	Average	%	Criteria
1. Attendance rate	a. Attendance is a concern in carrying out tasks unless there is a very urgent obstacle	3,72	74,36	High
	b. Employees are accustomed to asking permission to give news when absent from work	3,54	70,77	High
	Average	3,62	72,56	High
2. Compliance	a. In carrying out their work employees always obey what is assigned and paid attention to by superiors	3,41	68,21	Medium

	b. Obedience to work rules set by the organization is always a priority scale at work	3,08	61,54	Medium
Average		3,24	64,87	Medium
3. Task Implementation	a. Completing all tasks and work first before asking permission to be absent from work	3,49	69,74	Medium
	b. Accepting and doing well every task assigned in accordance with the	3,51	70,26	Medium
Average		3,5	70	Medium
4. Sanctions	a. Ready to accept strict sanctions if making mistakes	3,28	65,64	Medium
	b. Ready to accept sanctions that are given objectively to violations committed	3,33	66,67	Medium
Average		3,33	65,12	Medium
	a. In carrying out the work, employees never violate the limits of regulatory provisions related to the assigned work	3,18	63,59	Medium
5. Authority and Responsibility	b. Always obey and comply with the Implementation of	3,28	65,64	Medium
Average		3,23	64,61	Medium

Source: Data Processed, 2023

The work discipline of employees at the Mesuji Regency Marine and Fisheries Service is in the medium category or as much as 69.24%, which means that employee work discipline has been quite good so far. While the analysis of the indicators that obtained the highest number of scores on employee work discipline, as presented in the table, is in the indicator "Attendance is a concern in carrying out tasks unless there are very urgent obstacles" with a percentage of 74.36% (high criteria), this indicator is quite good. The indicator with the lowest percentage, as presented in the table, is the indicator "Ready to accept strict sanctions when making mistakes" of 65.64%. This indicator is still in moderate criteria. Therefore, to improve overall employee work discipline, improvement efforts are needed, especially on indicators with low scores. Increased employee work discipline can be said to improve employee performance and ultimately improve organizational performance. This can also mean that the achievement of organizational goals will be better.

Regression Analysis

Regression analysis aims to determine the relationship between the independent variable and the dependent variable. The basis for decision making in regression tests are:

1. If the sig value ≤ 0.05 , then the hypothesis is accepted, which means that the independent variable affects the dependent variable.
2. If the sig value ≥ 0.05 , the hypothesis is rejected, which means that the independent variable has no effect on the dependent variable.

Table 5 Multiple Linear Regression Analysis

Variable	Koefisien Regresi	Beta	T	Sig
Konstanta	0,826			
X1	0,319	0,297	2,440	0,020
X2	0,699	0,597	4,899	0,000

$F_{hitung} = 34,798$

$R^2 = 0,659$

Source: Data Processed, 2023

Based on table 4.11, the multiple linear regression equation is obtained as follows:

$$Y = 0.826 + 0.319 X1 + 0.699 X2$$

The interpretation of the multiple linear regression equation is:

1. $a = 0.826$ states that if X1 and X2 are fixed (no change) then the consistency value of Y is 0.826.
2. $b1 = 0.319$ states that if X1 increases, then Y will increase by 0.319, assuming there is no addition (constant) value of X2.
3. $b2 = 0.699$ states that if X2 increases, then Y will increase by 0.699, assuming there is no addition (constant) value of X1.

Coefficient of Determination

Based on data analysis using the SPSS version 21 program tool, the coefficient of determination (R^2) is 0.659. The meaning of this coefficient is that the relative contribution given by the combination of variables X1 and X2 to Y is 65.9% while the rest is influenced by other variables not examined.

Predictor Contribution

Predictor contribution is the amount of contribution to each variable. Predictor contribution is divided into two, namely effective contribution (SE) and relative contribution (SR). The sum of the effective contributions of all variables is equal to the sum of the determination coefficients of the research data. The sum of the relative contributions of all independent variables is 100% or equal to 1. The calculation of the predictor contribution requires the results of regression and correlation analysis as summarized in the following table.

Table 6 Summary of Analysis Results

Variable	Koefisien Regresi (Beta)	Koefisien Korelasi (r)	R^2
X1	0,297	0,657	0,659
X2	0,597	0,776	

Source: Data Processed, 2023

The results of the calculation of predictor contributions consisting of effective contributions and relative contributions are as follows.

Tabel 7 Predictor Contribution

Variabel	Predictor Contribution	
	SE	SR
X1	19,51%	30%
X2	46,33%	70%
Total	65,9%	100%

Source: Data Processed, 2023

Based on the calculation results in table 4.13, it can be seen that the variable that has the greatest contribution to Y is X2 with an effective contribution of 46.33% and a relative contribution of 70%. Based on the results of statistical tests, it shows that there is a significant and positive influence between organizational culture on employee work discipline at the Mesuji Regency Maritime and Fisheries Service, meaning that the better the organizational culture, the higher the employee work discipline. Leadership style also has a significant and positive effect on employee work discipline in the Mesuji Regency Marine and Fisheries Service, this shows that the better the leadership style is applied, the higher the employee work discipline. organizational culture and leadership style together have a significant and positive effect on employee work discipline in the Mesuji Regency Marine and Fisheries Service, this shows that the better the organizational culture and leadership style that are jointly applied in the Mesuji Regency Marine and Fisheries Service, the higher the employee work discipline. Based on statistical tests show that leadership style contributes a greater influence than organizational culture, this is because leadership can directly influence the activities of a person or group of people to achieve goals in certain situations. Organizational culture and leadership style together contribute an influence of 65.9% to employee discipline in the Mesuji Regency Marine and Fisheries Service while the rest is influenced by other variables not examined.

5. Conclusions and Implication

Conclusion

Based on the results of data analysis and discussion that has been carried out in this study and looking back at the presentation of the previous chapters, in accordance with the formulation of the problem that has been determined, the following conclusions can be drawn on the results of this study:

1. Organizational culture has a positive and significant effect on the work discipline of employees of the Mesuji Regency Marine and Fisheries Service.
2. Leadership style has a positive and significant effect on the work discipline of employees of the Mesuji Regency Marine and Fisheries Service.
3. Organizational culture and leadership style together have a positive and significant effect on the work discipline of employees of the Mesuji Regency Maritime and Fisheries Service.

Implication

Based on the research findings described, several suggestions can be made, namely:

1. In order for the work discipline of employees of the Mesuji Regency Marine and Fisheries Service to be better, there should be a real effort to improve the quality of the organizational culture that has been implemented.
2. In order for the work discipline of employees of the Mesuji Regency Marine and Fisheries Service to be better, there should be a real effort to improve the quality of the leadership style that has been applied.
3. In order for the work discipline of employees of the Mesuji Regency Marine and Fisheries Service to be better, there should be a real effort to improve the quality of organizational culture and leadership style together.
4. For the future, this research is a reference for further research that has not been examined in this study.

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