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Determinant of Work Discipline with Organizational Commitment as intervening variable

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Abstract: The purpose of this study was to examine and analyze the influence of organizational culture and transformational leadership on work discipline with organizational commitment as an intervening variable in Transportation Services. The research method uses a quantitative approach with explanative design. The population is employees of Transportation Services, sample selection was done by using simple random sampling with Slovin formula, so determined were 383 respondents. The type of data in this study consisted of primary data and secondary data. Data were analyzed using multiple regression model and path analysis assisted with application software SPSS for Windows version 20.00 by conducted prior testing of the validity, reliability, normality, multicollinearity, and heteroscedasticity. The results showed that organizational culture and transformational leadership together proved to have a significant positive influence on employees' organizational commitment with the contribution of $R^2 = 71.5\%$, and a significance level of $F_{\text{counted}} 88.875$ with significance of $0.000 < 0.05$. Furthermore, organizational culture, transformational leadership and organizational commitment together proved to have a significant positive influence on employees' work discipline with the contribution of $R^2 = 83.7\%$ and a significance level of $F_{\text{counted}} 120.244$ with a significance of $0.00 < 0.05$ where the dominant variable affecting organizational commitment and work discipline is organizational culture variable which has the most reflect dimension is the team orientation dimension.

Keywords: Organizational Culture, Transformational Leadership, Discipline Work and Organizational Commitment

INTRODUCTION

In order to run organization smoothly, efficiently, effectively, and not lose the direction, it is necessary to have clear purpose, vision and mission; which is in its implementation the organization requires human resources that have work discipline, motivation, competence, and commitment to the organization.

Ajila and Omotayo (2002) states that within the organization, discipline is the main equipment to achieve organizational goals. As the main equipment, work discipline are conditions attached individually to each employee to obey the rules and regulations in the field of work and organization.

Meanwhile Martoyo (2009: 152) states that the discipline of employees affected by the leadership and culture that formed within the organization; where leadership is a pattern of behavior that is designed to integrate organizational goals to individual goals to achieve certain objectives, while organizational culture is a pattern of human activities that are systematically passed down from generation to generation through the learning process to create a particular way of life most suited to the environment.

Conditions of work discipline behavior that can be observed on the employees of Transportation Services, showing low quality of horizontal and vertical relationships that encourage negative behavior of the employees, including the lack of discipline in carrying out their duties.

LITERATURE REVIEW

Work discipline is an employee behavior that reflects the attitude of submissive, obedient, loyal and respectful to laws, statutes and norms prevailing in a company, which grow in employees so that employees carry out the regulations, statutes and norms voluntarily and without coercion. (Hasibuan, 2011, Sutrisno, 2015). The work discipline is measured by several dimensions: 1) The presence, 2) Compliance with labor standards, 3) Adherence to the regulations, 4) High vigilance, and 5) Work Ethics. (Rivai, 2005).

Organizational commitment is a process in individuals (employees) in identifying himself with the values, rules, and goals of the organization, an attachment of someone (employees) in an organization to engage in activities of the organization, as well as their desire to keep working in the organization (Allen & Meyer in Luthans, 2006).

Organizational commitment is measured with several dimensions: 1) Affective commitment, 2) Continuously commitment, 3) Normative commitment.

Transformational leadership according to Robbins and Judge (2007) and Yukl (2010) is an embodiment of the behavior of a leader, who inspired his followers by rule out their personal interests for the good of the organization and being able to have a tremendous influence on his followers.

Dimensions measured in transformational leadership are: 1) Idealized Influence, 2) Inspirational Leadership, 3) Intellectual Stimulation, and 4) Individual Consideration.

Organizational culture is a set of assumptions or beliefs systems of values and norms that systematically derived and developed from generation to generation within the organization through various learning processes that subsequently affect the way of work and guiding behavior for members of the organization in an effort to overcome the problems of external adaptation and integration internal (Mangkunagara 2005 and Robbins & Judge, 2007).

Organizational culture is measured by: 1) improving innovation and risk taking, 2) attention to detail to the employee 3) orientation to results, 4) orientation to the team, 5) aggressiveness, and 6) stability / capability.

Based on some previous research on the influence of the organizational culture and the transformational leadership on the organizational commitment, and the influence of the organizational culture, the transformational leadership and the organizational commitment on work discipline, as well as to answer the problems of research, then framework made in this study is as follows:

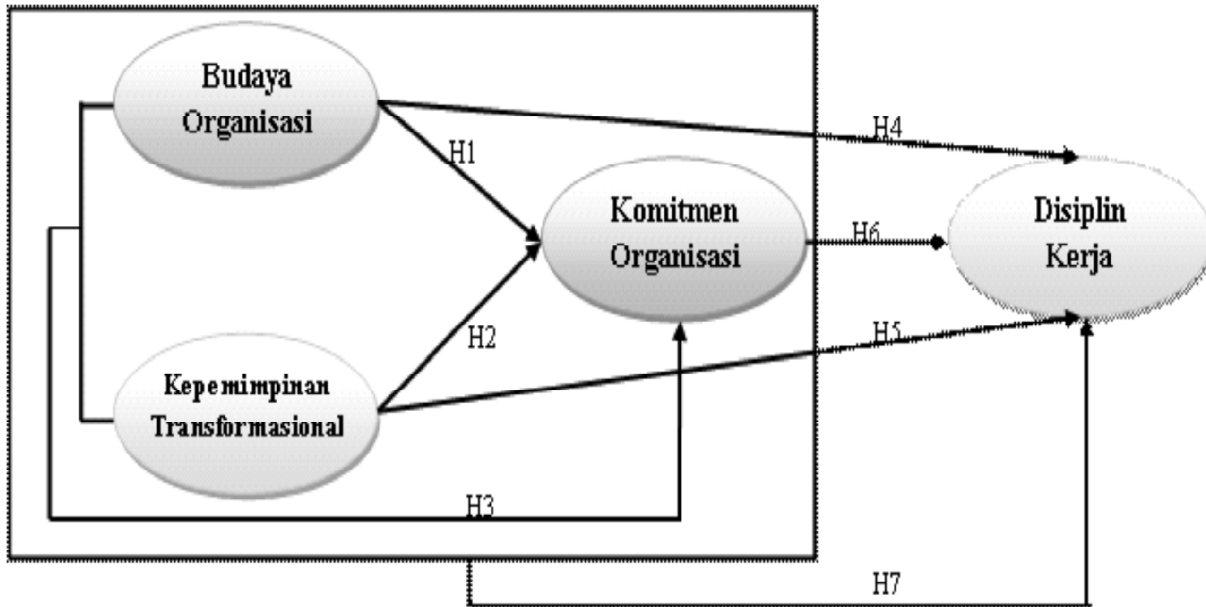


Figure 1: Research Model

METHODS

This study uses a quantitative approach with an explanatory or causal of design, aims to explain how one variable affects or is responsible for changes in other variables (Cooper and Schindler, 2011: 141). In this study, the population is employees of Transportation Services. The sampling is determined as 383 respondents by using simple random sampling technique.

The analysis method used in this study are multiple linear regression and path analysis. Before performing multiple regression analysis test, first, some classic assumption tests (normality, heteroscedasticity and multicollinearity) were taken.

RESULT AND DISCUSSION

This study uses simple and multiple linear regression analysis to test the hypothesis of the study, by the following equation:

$$Y_1 = PY_1X_1 + PY_1X_2 + e_1$$
$$Y_2 = PY_2X_1 + PY_2X_2 + PY_2Y_1 + e_2$$

The test results are as follows:

Hypothesis Model 1

To see the influence of organizational culture and transformational leadership variables on organizational commitment in a combined, visible results of the calculations is in the model summary, particularly the numbers of R square as the table below:

Table 1
Result of R Square (r^2) Model 1
Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	,845 ^a	,715	,707	,46491

a. Predictors: (Constant), Transformasional_Leadership, Organizational_Culture

The value of R square is 0.715. The figures are intentions that organizational culture and transformational leadership variables influence on organizational commitment in a combined was 71.5%, while the remaining 28.5% influenced by other variables.

Furthermore, F test results can be explained in Table 2 below.

Table 2
F Test Result Model 1
ANOVA^a

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	38,420	2	19,210	88,875	,000 ^b
	Residual	15,346	71	,216		
	Total	53,766	73			

a. Dependent Variable: Organizational_Commitment

b. Predictors: (Constant), Transformational_Leadership, Organizational Culture

Based on Table 2, obtained figures amounted to $F_{\text{value}} 88.875 > F_{\text{table}} 3.126$ and its significance figure of $0.000 < 0.05$ indicates that together there is a linear relationship between the variables of organizational culture and transformational leadership on organizational commitment variables.

To see the influence of each variable of organizational culture and transformational leadership on organizational commitment, t test was used to pay attention to where the standardized coefficient as the following table 3.

Cultural organizations generate value $t_{\text{counted}} 5.437 > t_{\text{table}} 1.994$ with significant value $0.000 < 0.05$ means that there is a linear relationship between organizational culture and organizational commitment. The value of the influence of organizational culture on organizational commitment is equal to 0.522 or 52.2%.

Furthermore, for transformational leadership with the $t_{\text{value}} 3,959 > t_{\text{table}} 1,994$ with a significant value of $0.000 < 0.05$ means there is a linear relationship between transformational leadership and organizational

Table 3
t Test Result Model 1
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,989	,359		-2,756	,007
Budaya_Organisasi	,700	,129	,522	5,437	,000
Kepemimpinan_Transformasional	,454	,115	,380	3,959	,000

a. Dependent Variable: Organizational_Commitment

commitment. The value of the influence of transformational leadership on organizational commitment is equal to 0.380 or 38%.

Test research generates multiple linear regression equation: $Y = -0.989 + 0.7OC + 0.454TL + e$. The interpretation of the regression equation is, if the variable OC and TL assumed to be constant or = 0, then the organizational commitment (OC) still has a value of -0.989; whereas if the variable OC is increased by 1 unit, while TL variables assumed to be constant, then the the organizational commitment will be increased by 0.7. Conversely, if the variable TL is increased by 1 unit, while the variable OC assumed to be constant, then the the organizational commitment will be increased by 0.454. Results of regression test showed positive results in the two variables, so that the effect of a given OC and TL run in line with variations in the organizational commitment.

Hyphotesis Model 2

The below table shows the combined influence of organizational culture, transformational leadership and organizational commitment variables to working discipline with the results of the calculations in the model summary, especially the numbers R square uses *SPSS for Windows version 20.00*.

Table 4
Result of R Square (r2) Model 2
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,915 ^a	,837	,831	,25541

a. Predictors: (Constant), Organizational_Commitment, Transformational_Leadership, Organizational_Culture

The value of R square (R^2) is 0.837. The figures are intentions that the combined influence of organizational culture, transformational leadership and organizational commitment variables to work discipline is 83.7%, while the remaining 16.3% is influenced by other factors.

Table 5
F Test Result Model 2
ANOVA^a

<i>Model</i>	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1 Regression	23,532	3	7,844	120,244	,000 ^b
Residual	4,566	70	,065		
Total	28,099	73			

a. Dependent Variable: Work_Discipline

b. Predictors: (Constant), Organizational_Commitment, Transformational_Leadership, Organizational_Culture

From the above table figures obtained by the $F_{\text{value}} 120.244 > F_{\text{table}} 2.736$ and numbers of significance of $0.00 < 0.05$ indicates that together there is a linear relationship between the variables of organizational culture, transformational leadership and organizational commitment with work discipline, thus the above regression model is feasible and correct.

To see the influence of each variable of organizational culture, transformational leadership and organizational commitment to work discipline, t test was used to pay attention to where the standardized coefficient as the following table:

Table 6
t Test Result Model 2
Coefficients^a

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	
1 (Constant)	,799	,207		3,856	,000
Organizational_Culture	,488	,084	,504	5,800	,000
Transformational_Leadership	,162	,070	,187	2,325	,023
Organizational_Commitment	,211	,065	,292	3,239	,002

a. Dependent Variable: Work_Discipline

Cultural organizations generate value $t_{\text{value}} 5.800 > t_{\text{table}} 1.994$ with significant value $0.000 < 0.05$ so that means that there is a linear relationship between organizational culture and work discipline. The value of the influence of organizational culture on work discipline is 0,504 or 50.4%.

For transformational leadership with the $t_{\text{value}} 2,325 > t_{\text{table}} 1,994$ with significant value of $0.023 < 0.05$ means there is a linear relationship between transformational leadership and work discipline. The value of the influence of transformational leadership to the working discipline at 0.187 or 18.7%.

Then, the organizational commitment with the results $t_{\text{value}} 3.239 > t_{\text{table}} 1.994$ with significant value of $0.002 < 0.05$ means that there is a linear relationship between organizational commitment and work discipline. The value of the influence of organizational commitment to working discipline is 0.292 or 29.2%.

Test research generates multiple linear regression equation: $Y = 0.799 + 0.488OC + 0.162TL + 0,211OC + e$. The interpretation of the regression equation is, if the variable OC, TL, OCm assumed to be constant or = 0, then Work Discipline variable (WD) still has a value of 0.799; whereas if the variable OC is increased by 1 unit, while variables TL and OCm are assumed to be constant, then the WD will be able to be increased by 0.488. Conversely, if the variable TL is increased by 1 unit, while the variable OC and OCm are assumed to be constant, then the WD will be able to be increased by 0.162. Meanwhile, if the variable OCm is increased by 1 unit, while the variable OC and TL are assumed to be constant, then the council will be increased by 0,211. Results of regression test showed positive results in the three variables, so that the effect of a given OC, TL, OCm run in line with variations in WD.

The purpose of uses path analysis is to determine the direct and indirect influence between variables. Based on the path analysis calculation, the information can be given in the summary results of the path analysis coefficients as in the following table 7:

Table 7
Summary of Path Coefficient Analysis Result

<i>Variable Relation</i>	<i>Path Coefficient (Beta)</i>	<i>t value</i>	<i>Sig value</i>	<i>Remarks</i>
Organizational Culture → Organizational Commitment	0,522	5,437	0,000	Significance
TransformationalLeadership → Organizational Commitment	0,380	3,959	0,000	Significance
Organizational Culture → Work Discipline	0,504	5,800	0,000	Significance
TransformationalLeadership → Work Discipline	0,187	2,325	0,023	Significance
Organizational Commitment → Work Discipline	0,292	3,239	0,002	Significance

Referring to the table 7 path analysis models can be described as shown below:

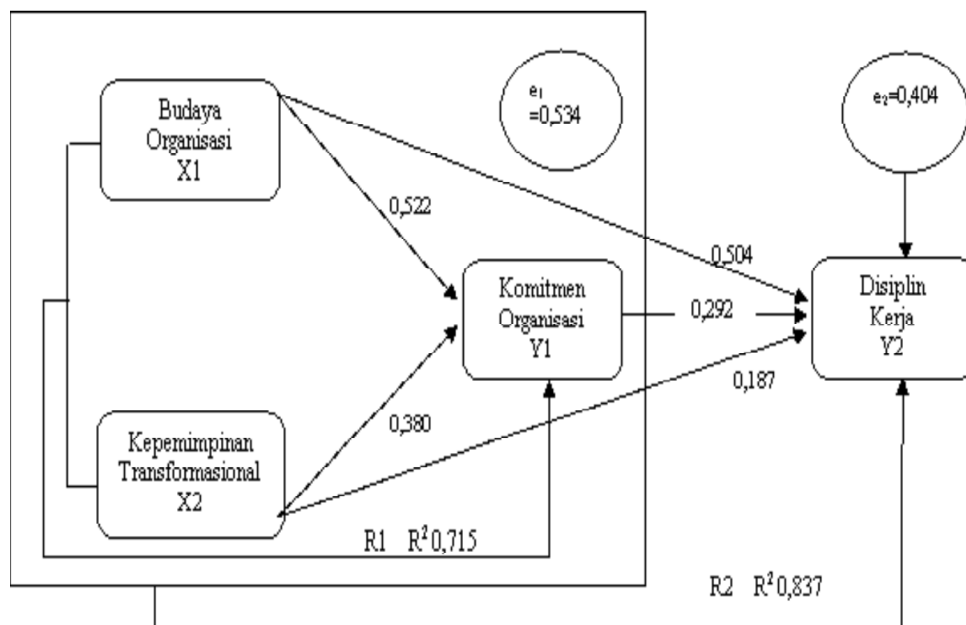


Figure 2: Path Diagram

Based on the above picture, it can be seen the direct influence, indirect influence and the total influence as follows:

Direct Effect or DE

- a) The direct influence of organizational culture on organizational commitment can be seen from the standard beta coefficient is equal to 0.522 with a significance value of 0.000.
- b) The direct influence of transformational leadership on organizational commitment can be seen from the standard beta coefficient is equal to 0.380 with a significance value of 0.000.
- c) The direct influence of organizational culture on work discipline can be seen from the standard beta coefficient is 0,504 with significance value of 0.000.
- d) The direct influence of transformational leadership to the working discipline can be seen from the standard beta coefficient is equal to 0.187 with a significance value of 0.023.
- e) The direct influence of organizational commitment to work discipline can be seen from the standard beta coefficient is 0.292 with a significance value of 0.002.

Indirect Effect or IE

- a) The influence of organizational culture on work discipline through organizational commitment obtained by:

$$\begin{aligned}\rho_1 \times \rho_2 &= 0,522 \times 0,292 \\ &= 0,152.\end{aligned}$$

Value of 0.152 states that the indirect influence of organizational culture on work discipline through organizational commitment amounted to 15.2%.

- b) The influence of transformational leadership on work discipline through a commitment obtained by:

$$\begin{aligned}\rho_1 \times \rho_2 &= 0,380 \times 0,292 \\ &= 0,111.\end{aligned}$$

Value 0.111 states that the indirect influence of transformational leadership to work discipline through organizational commitment amounted to 11.1%.

Total Effect

- a) The influence of organizational culture and organizational commitment to working discipline amounted to $(0,504 + 0,152) = 0,656$.
- b) The influence of transformational leadership and organizational commitment to working discipline amounted to $(0,187 + 0,111) = 0,298$.
- d) The influence of organizational culture on work discipline = 0,504.
- e) The influence of transformational leadership on work discipline = 0,187.
- f) The influence of organizational commitment to work discipline = 0,292.

CONCLUSION

Organizational culture is proved to have a direct and significant positive influence on employees' organizational commitment. It's indicated by the beta coefficient standard value of 0.522 and with 5.437 significance level of t_{counted} with significance of $0.000 < 0.05$. Significant positive influence means that the more employees understand organizational culture well then they will be more committed to the organization in Transportation Services.

1. Transformational leadership is proved to have a direct and significant positive influence on employees' organizational commitment. It's indicated by the beta coefficient standard value of 0.380 and with 3.959 significance level of t_{counted} with significance of $0.000 < 0.05$. Significant positive influence means that the better the attitude of transformational leadership applied to employees will better the organizational commitment of employees at Transportation Services.
2. Organizational culture and transformational leadership together proved to have a significant positive influence on employees' organizational commitment with contribution of $R^2 = 71,5\%$, with 88.875 significance level of F_{counted} with significance of $0.000 < 0.05$, with organizational culture as the dominant variable, which orientation to the team as the most reflected demension and orientation to the result as the least reflected dimension. This information has implication that the employees' organizational commitment can be optimized by encourage employees' understanding of organizationl culture through keep maintained the teamwork result and improve the attention to the product result.
3. Organizational culture is proved to have a direct and significant positive influence on employees' work discipline. It's indicated by the beta coefficient standard value of 0.504 and with 5.800 significance level of t_{counted} with significance of $0.000 < 0.05$. Significant positive influence means that if the organizational culture has been well implemented by the enterprise then it will improve employees' discipline in carrying out their duties and responsibilities at Transportation Services.
4. Transformational leadership is proved to have a direct and significant positive influence on employees' work discipline. It's indicated by the beta coefficient standard value of 0.187 and with 2.325 significance level of t_{counted} with significance of $0.023 < 0.05$. Significant positive influence means the more employees feel good attitude of transformational leadership then it will have a positive impact on employees' work discipline in carrying out their duties and responsibilities at Transportation Services.
5. Organizational commitment is proved to have a direct and significant positive influence on employees' work discipline. It's indicated by the beta coefficient standard value of 0.292 and with 3.239 significance level of t_{counted} with significance of $0.002 < 0.05$, with continuing commitment as the most dimension reflected the organization's commitment. Significant positive influence means that when employees and leaders together are uphold the organization's commitment well it will affect the employees' work discipline in carrying out their duties and responsibilities at Transportation Services.
6. Organizational culture, transformational leadership and organizational commitment together proved to have significant positive influence on employees' work discipline with contribution of

$R^2 = 83,7\%$, with 120.244 significance level of F_{counted} with significance of $0.000 < 0.05$, with organizational culture as the dominant variable; which orientation to the team as the most reflected dimension and orientation to the result as the least reflected dimension. This information has implication that the employees' work discipline can be optimized by encourage employees' understanding of organizational culture through keep maintained the teamwork result and improve the attention to the product result.

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