

# The Effect of Leadership Style, Motivation, Organizational Culture on Work Discipline

Ni Luh Putu Widya Apriliani<sup>1</sup>, I Gusti Bagus Honor Satrya<sup>2</sup>

<sup>1,2</sup>Udayana University

<sup>1,2</sup> Faculty of Economics and Bussiness, Bali, Indonesia

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**Abstract:** The company must have a good management of its employees, in order to improve the quality of human resources. Creating quality human resources requires the development of work discipline in each employee. Discipline is one of the success factors of the company which can be seen from employee responsibilities in the timeliness of work to output. The purpose of this study is to analyze the factors that influence work discipline consisting of Leadership Style, Motivation, and Organizational Culture. The population in this study were all employees of the Department of Labor and Energy of Mineral Resources in Bali Province. The sampling technique used is the saturated sample method. The number of samples in this study were as many as 82 people, namely all employees at the Department of Labor and Energy of Mineral Resources in Bali Province except the head of department. The data analysis technique used in this study is multiple linear regression analysis. The results of the study showed that Leadership Style, Motivation, and Organizational Culture had a positive and significant effect on the work discipline of the Bali Province Department of Labor and Department of Energy and Mineral Resources employees. The implication of the research shows that the better the Leadership Style, the higher the motivation of employees and the better the Organizational Culture at the Office of Department of Labor and Mineral Resources of Bali Province will be able to increase the employee's work discipline.

**Keywords:** Leadership Style, Motivation, Organizational Culture, Work Discipline.

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## I. INTRODUCTION

Human resources (HR) is the most important factor that influences the progress of an organization. Human resources play an important role in dealing with changes that occur in the business environment and is the most important asset or asset owned by an organization or company, because with expertise and human skills the company's operations can run as desired and create competitive work competition (Ardana, et al., 2012: 3). Creating quality human resources requires the development of work discipline in each employee in the organization which is an act of management to encourage its members to meet various requirements (Iswara and Sudharma, 2013).

Discipline is one of the success factors of the company which can be seen from employee responsibilities in the timeliness of working up to the end result (output). Discipline provides a very large role in showing the level of employee performance so that the company can achieve the goals set. In enforcing Discipline, certainly a leader has a very important role (Diantari and Yuniari, 2014). Permata & Mujiati's research results (2017) found that Leadership Style has a positive and significant effect on work discipline. However, different results were found by Sofya (2014) who stated that Leadership Style did not significantly influence work discipline. The results of similar studies conducted by Sutarmaningtyas (2014), Cahyantara & Made Subudi (2015), Jaya & Ayu Adnyani (2015), and Sugiyatmi, et al. (2016) also found that there was a positive relationship between Leadership Style and work discipline. This means that the better the Leadership Style applied in a company or organization, the higher the employee's Discipline level will be.

Discipline is not only influenced by one factor, namely Leadership Style but is also influenced by other factors such as employee motivation (Thoha, 2014: 213). Motivation is important because motivation can be a cause, distributor, and supporter of a person's behavior so that the person wishes to work hard and enthusiastically to achieve optimal results. According to Luthans (2014), motivation is a drive that is shown to meet certain goals. Dessy and Artha Wibawa (2015) in their research found that motivation plays an important role in improving work discipline in the company. However,

different results were found by Widiawati's research (2016) which found that motivation did not have a significant effect on work discipline. The results of the study between Diantari and Yuniari (2014) found that motivation had a positive and significant effect on work discipline. Employees who have high motivation will compete to be the best employees in a company, so that it will have a positive impact on employee disciplines. Similar findings by Dessy and Artha Wibawa (2015), Pratama and Nurbudiwati (2016), Azis and Muctar (2016) and Febriyanto (2017) found the results that motivation had a positive and significant effect on work discipline. Motivation is an encouragement that makes employees will do a job as well as possible.

In addition to motivation, work discipline can also be influenced by Organizational Culture adopted by the company. Organizational Culture is the values, principles, traditions and ways of working shared by members of the organization and influences the way they act (Robbins, 2015). Organizational Culture gives identity to members to behave according to the principles and values of the organization. If the principles and values of the company can be interpreted and understood by members of the organization properly and correctly, behaviors that are in line with the principles of organizational values will be realized, so that good work discipline behavior appears on the members of the organization (Priyadi and Herlena, 2016).

Organizational Culture in every company is different, Organizational Culture can influence the behavior of members of the company or organization. Suniastuti and Suana (2014) and Iswara and Sudharma (2013) found that Organizational Culture had a positive and significant effect on work discipline. However, a different result was found by Jaya (2015) which stated that Organizational Culture had no significant effect on discipline. Furthermore, Priyadi and Herlena's (2016) research found that Organizational Culture has a positive and significant effect on work discipline. This means that the stronger the Organizational Culture of a company or organization, the higher the employee's Discipline level is. Thus the leader can influence his subordinates through Organizational Culture. This means that there is a mutual commitment between Organizational Culture and leadership in influencing the work discipline of employees of a company or organization. This research was conducted at the Department of Labor and Energy and Mineral Resources of Bali Province which is an agency engaged in the field of employment. The activities carried out by the Office of Department of Labor and Energy and Mineral Resources of Bali Province include receiving and handling complaints - complaints that are often faced by workers, such as excess working hours and wages received that are not in accordance with the contract or do not receive employment guarantees. In addition, not only receive and handle existing complaints, but the labor department also monitors whether workers have obtained their rights as workers. The Office of Department of Labor and Energy and Mineral Resources of the Province of Bali also has activities that are useful for developing the ability of workers by conducting training of workers. These activities are carried out with the aim of ensuring the welfare of workers in the Province of Bali.

The phenomenon that occurs in the Department of Labor and Departement Energy of Mineral Resources of Bali Province is seen from the symptoms of work discipline, such as some employees often skipping or not entering the office when their superiors are not at work because there is an official trip out of the area, and can be seen from employee attendance data.

**TABLE 1: ATTENDANCE OF CIVIL SERVANTS AT THE BALI PROVINCE DEPARTMENT OF LABOR AND ENERGY OF MINERAL RESOURCES OFFICE 2018**

Month	Working Days	Employees	Actual Working Days	Work Attendance	Total Work Attendance	Work Attendance (%)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6 = 4/5*100%</b>
January	21	82	1722	102	1620	6,30
February	21	82	1722	67	1655	4,05
March	23	82	1886	101	1785	5,66
April	21	82	1722	89	1633	5,45
May	22	82	1804	91	1713	5,31
June	22	82	1804	119	1685	7,06
July	21	82	1722	105	1617	6,49
August	23	82	1886	75	1811	4,14
September	22	82	1804	109	1695	6,43
October	21	82	1722	99	1623	6,10
<b>Total</b>						<b>5,70</b>

Source: Staffing Department of Labor and Energy and Mineral Resources of Bali Province, 2018

Based on Table 1 it can be seen that the level of absenteeism of Civil Servants (PNS) in the Department of Labor and Energy and Mineral Resources of the Province of Bali until October 2018 has fluctuated every month and the average absenteeism rate per month is 5.70 percent which is relatively high. Attendance of 0 to 2 percent is declared good, 3 percent to 10 percent is declared high, and above 10 percent is declared unnatural (Flippo, 2001: 281). Employee absence without reason is a detriment to the agency. Average absenteeism above 3 percent is the stated absence rate is high. This is caused by indications of problems that occur at the employee discipline level (Jaya and Adnyani, 2015). The average absentee level which has a value above 3 percent is one indication of a problem in the work discipline of employees at the Department of Labor and Energy and Mineral Resources of the Province of Bali. If the employee's attendance is below the set standard, the employee will not be able to make an optimal contribution to the organization.

Indications of problems related to the work discipline of Department of Labor and Energy And Mineral Resources employees in Bali Province which are still lacking are also supported by data obtained related to the number of employees who arrive late and leave work early. The data is presented in Table 2 below:

**TABEL 2: TOTAL LATE AND HOME EARLY EMPLOYEES IN 2018**

Month	Employees	
	Come Late (employee)	Home Early (employee)
January	15	10
February	18	17
March	20	15
April	12	17
May	15	13
June	22	10
July	12	18
August	15	17
September	19	10
October	18	12
November	18	9
December	20	17

Source: Staffing Department of Labor and Energy and Mineral Resources of Bali Province, 2018

In Table 2 it can be observed that there are quite a lot of employees coming to work late and leaving early rather early, so if this incident is left on continuously it does not rule out an increase in similar incidents that will become a habit for employees. Another indication that shows the lack of work discipline is that there is rarely division of time out of service for some employees or it can be said that there is rarely a guardian of the office so that people who come to the office aim to ask their needs do not get service and have to go home empty-handed, this can happen due to lack of leadership supervision so that some employees work according to regulations, there are still absences without information, and there are still employees coming above 07.30 pm and returning before 3:30 pm, it can be due to lack of support for the atmosphere of the room to do daily work , like a work space that is too narrow and hot to make anxious employees not want to linger in the workplace. In addition, the condition of a hot room is caused by the AC in the workplace is not turned on with the reason to save electricity, so the air temperature in the workspace feels hot. This situation if not considered will hamper the company in achieving its goals. This situation is contrary to the conditions desired by the community where a government agency should show the best service to maintain the public's perspective of government agencies, strive to improve quality human resources, and try to improve the Discipline in resolving employee obligations, so there is no imbalance between rights which is given with obligations that must be done.

## **II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT**

### **The Effect of Leadership Style on Work Discipline**

The leader as the manager of HR is required to have a Leadership Style where he can work together and can reduce the possibility of conflicts that will occur within the work group so as to achieve the desired goals. In this case the influence of a leader is crucial, because to realize the goals, this organization needs to apply a Leadership Style or work pattern that

is consistent with the work situation at hand. In addition, a leader in carrying out their duties must strive to create and maintain good relations with their subordinates so that they can work productively. Thus, the employee's work discipline can indirectly be improved (Nurmaladewi, 2015). Beverly et.al. (2018) in his research explained that the involvement of leaders in activities can improve the rules of work standards (it can be said as work discipline). Muttaqin et al. (2016) stated that Leadership Style is one of the factors that influence work discipline. Leadership guidance will be able to improve organizational goals and to improve employee work effectiveness (Mahdi et.al, 2014). Sugina et al. (2016) in his research found that Leadership Style has a significant influence on Employee's Work Discipline.

Putri (2017) states that Leadership Style has a positive and significant effect on work discipline. A leader has an important role in improving work discipline. A leader must be able to direct and influence existing resources and think about and formulate a program of goals and actions that must be taken. In his leadership a leader is required to have the ability and skills in managing the organization and his subordinates, including in applying work standards and employees are required to have good teamwork, a high work ethic at work and respect among employees at work. Research conducted by Sutarmaningtyas (2014), Cahyantara & Made Subudi (2015), Jaya & Ayu Adnyani (2015), Sugiyatmi, et al (2016), Safira (2016) and Permata & Mujiati (2017) find that Leadership Style has a positive influence and significant for discipline work. This means that the better the Leadership Style applied in a company or organization, the higher the employee's Discipline level will be. Based on a theoretical study and the results of previous research, the following hypothesis can be formed:

**H<sub>1</sub>: Leadership Style has a positive and significant effect on work discipline.**

#### **The Effect of Motivation on Work Discipline**

One of the factors to improve discipline work is motivation. Basically, an office not only expects employees to be willing and able to work actively, but how to have high motivation to achieve organizational goals, abilities, skills and skills of employees does not mean if not followed by high motivation from each employee to improve work discipline (Saputra, 2014). Diantari and Yuniari's research (2014) found that motivation had a positive and significant effect on work discipline. This means that the higher the motivation, the higher the work discipline that the employee has.

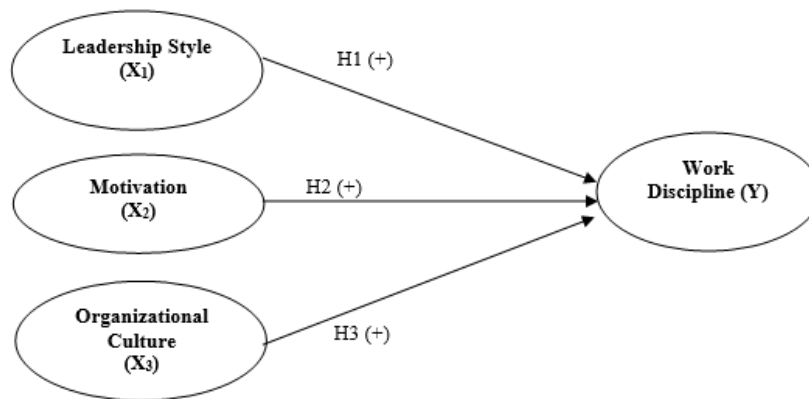
Dessy and Artha Wibawa (2015) in their research found that motivation plays an important role in improving work discipline in the company. The results of Pratama and Nurbudiwati's research (2016) found that Motivation had a positive effect on work discipline. Implementation of motivation carried out by a leader is one of the things that is very important to improve employee discipline. With the motivation of the leadership, the quality of work and accuracy in completing the task can be directed to the goals that have been set planned. Similar research results by Omotayo and Hezekiah (2015), Azis and Muctar (2016), and Febriyanto (2017) found results that motivation had a positive and significant effect on work discipline. This means, motivation is an encouragement that makes employees will do a job as well as possible. With high motivation, employees will compete to be the best employees in a company. This will have a positive impact on employee disciplines. Based on a theoretical study and the results of previous research, the following hypothesis can be formed:

**H<sub>2</sub>: Motivation has a positive and significant effect on work discipline**

#### **The Effect of Organizational Culture on Work Discipline**

Organizational Culture Values play a role in the formation of employee Discipline, where Organizational Culture values will direct someone to behave and behave discipline (Pribadi and Herlena, 2016). Suniastuti and Suana (2014) in their research found that Organizational Culture has a positive and significant effect on work discipline. Iswara and Sudharma's research (2013) also found that Organizational Culture has a positive and significant effect on work discipline. The results of a similar study by Widiawati (2016) found that Organizational Culture significantly affects the level of work discipline. Organizational Culture greatly influences work discipline. A strong culture in a company will become a role model and habit for employees. So that the better the culture that exists in the company will be able to increase work discipline (Effendy and Putra, 2018). Damayanti and Fakhri's research findings (2014) state that there is a positive relationship between Organizational Culture and work discipline. This means that the stronger the Organizational Culture of a company or organization, the higher the employee's Discipline level is. Pribadi and Herlena (2016), Safira (2016) and Nurhusna (2017) research results show that Organizational Culture has a positive and significant effect on work discipline. Based on a theoretical study and the results of previous research, the following hypothesis can be formed:

**H<sub>3</sub>: Organizational Culture has a positive and significant effect on work discipline**



**Figure 1: Conceptual Model**

**III. RESEARCH METHODOLOGY**

The design of this study uses quantitative methods in the form of associative causality. Research using quantitative methods aims to test the hypotheses that have been set (Sugiyono, 2016: 13) The location of this research is the Department of Labor and Energy and Mineral Resources of the Province of Bali, located on Jalan Puputan-Niti Mnadala Renon, Denpasar, Bali Indonesia. The population in this study were all employees of the Department of Labor and Energy and Mineral Resources of Bali Province. Sampling in this study uses a saturated or census sampling technique, in which the entire study population will be selected as research respondents (Sugiyono 2016: 116). This technique was chosen because the number of populations is relatively small, so that the entire population is used as a sample in this study. The number of employees at the Department of Labor Energy and Mineral Resources in Bali Province is 82 people. The method used to collect this research data is questionnaire, interview, and observation. Data collected in this study will be analyzed using multiple linear regression

**IV. RESEARCH FINDING AND DISCUSSION**

The characteristics of the respondents in this study were profiles of 82 respondents who participated in filling out the questionnaire. The profile of the respondents contained in the questionnaire consisted of four aspects, namely: gender, age, education, and tenure. The description of the characteristics of respondents can be seen in Table 3:

**TABLE 3: CHARACTERISTICS OF RESPONDENT**

No	Characteristic	Classification	Respondent	(%)
1	Age	21 - 30 years old	36	43,90
		31 - 40 years old	30	36,59
		> 40 years old	16	19,51
<b>Total</b>			<b>82</b>	<b>100</b>
2	Gender	Male	42	51,22
		Female	40	48,78
<b>Total</b>			<b>82</b>	<b>100</b>
3	Education	Senior High School	12	14,63
		Diploma	21	25,61
		Bachelor	39	47,56
		Postgraduate	10	12,20
<b>Total</b>			<b>82</b>	<b>100</b>
4	Tenure	< 3 years	29	35,37
		3-6 years	36	43,90
		> 6 years	17	20,73
<b>Total</b>			<b>82</b>	<b>100</b>

Source: Primary data processed, 2019

Table 3 shows employees in the Department of Labor and energy and mineral resources in Bali Province who were the respondents in this study were dominantly aged 21-30 years with a total of 36 people with a percentage of 43.90 percent. The age range is young employees who tend to be a group of fresh graduates, so they have high work productivity. The age factor of a productive employee can support the organization's activities in producing a quality organization, because the productive age possessed will be correlated in achieving the goals of the organization.

The grouping of respondents by sex shows that most employees in the Department of Labor and Energy and Mineral Resources of the Province of Bali are male with a percentage of 51.22 percent. This means that there are more male employees than women who work in the Department of Labor and Energy and Mineral Resources in Bali Province.

Table 3 shows the majority of employees in the Department of Labor and Energy and Mineral Resources of the Province of Bali are respondents with a Bachelor's level of education with a total of 39 people or 47.56 percent, then respondents with a Diploma education level of 21 people or 25.61 percent, respondents with a high school education level of 12 people or 14.63 percent and Postgraduate as many as 10 people or 12.20 percent. This information illustrates that the most dominant employees in the Department of Labor and Energy and Mineral Resources of Bali Province are Bachelor graduates who are considered capable and sufficient to become government employees who have the competence to achieve organizational goals.

Respondent criteria based on years of service show that respondents who worked in the Department of Labor and Energy and Mineral Resources of Bali Province with tenure less than 3 years were 29 people or 43.90 percent, then respondents who worked for 3 to 6 years were 36 people or 43.90 percent, while those who worked for more than 6 years were 17 people or 20.73 percent. This means that most employees in the Department of Labor and Energy and Mineral Resources of the Province of Bali have a working period of 3 to 6 years.

**TABLE 4: THE RESULT OF MULTIPLE LINEAR REGRESSION ANALYSIS**

Variable	Standardized Beta	Std. Error	t statistic	Sig. t
(Constant)	1,450	0,818	1,772	0,080
Leadership Style	0,346	0,070	3,751	0,000
Motivation	0,267	0,112	2,736	0,008
Organizational Culture	0,350	0,109	4,093	0,000
R Square	0,773			
F Statistic	88,488			
Sig. F	0,000			

Source: Primary data processed, 2019

Based on the results of multiple linear regression analysis as presented in Table 4, the regression equation can be made as follows:

$$Y = 1,450 + 0,346 X_1 + 0,267 X_2 + 0,350 X_3$$

The regression coefficient value of each independent variable is positive with a significance value of t test less than 0.05. This shows that all independent variables have a significant positive effect on the dependent variable. The magnitude of the influence of independent variables on the dependent variable shown by the total determination value (R Square) of 0.773 means that 77.3% of the variation in the work discipline of Department of Labor and Energy and Mineral Resources employees of the Province of Bali is influenced by variations in Leadership Style, Motivation, and Organizational Culture, while the remaining 22.7% is explained by other factors not included in the model.

The F test results in Table 4 show that the significance value of 0,000 is smaller than  $\alpha = 0.05$ , this means that the model used in this study is feasible. This result gives the meaning that all independent variables are able to predict or explain the work discipline phenomenon of Bali Province Department of Labor and Energy and Mineral Resources employees. In other words, Leadership Style, Motivation, and Organizational Culture simultaneously have a significant effect on work discipline.

### **The Effect of Leadership Style on Work Discipline**

The analysis showed that Leadership Style had a positive and significant effect on work discipline. The better the Leadership Style Department of Labor and Energy and Mineral Resources of the Province of Bali will be able to increase the employee's work discipline, the higher. Vice versa, the worse the Leadership Style in the Department of Labor and Energy and Mineral Resources of the Province of Bali, the employee's work discipline will decrease. Thus, the leader as an HR manager is required to have a good Leadership Style and in accordance with the organization, where he can work together, create and maintain good relations with his subordinates so that they can work productively and can reduce the possibility of conflicts that will occur within the work group so as to achieve desired goal. This study supports the results of research conducted by Mahdi et al. (2014), Muttaqin et al. (2016), Sugina et al. (2016), Putri (2017), Beverly et.al. (2018), which obtained the results that Leadership Style had a positive and significant effect on work discipline. A leader has an important role in improving work discipline. A leader must be able to direct and influence existing resources and think about and formulate a program of goals and actions that must be taken. In his leadership a leader is required to have the ability and skills in managing the organization and his subordinates, including in applying work standards and employees are required to have good teamwork, a high work ethic at work and respect among employees at work.

The results of this study are also in accordance with research conducted by Sutarmaningtyas (2014), Cahyantara & Made Subudi (2015), Jaya & Ayu Adnyani (2015), Sugiyatmi, et al (2016), Safira (2016) and Permata & Mujiati (2017) who found that Leadership Style had a positive and significant effect on work discipline. This means that the better the Leadership Style applied in a company or organization, the higher the employee's Discipline level will be.

### **The Effect Of Motivation On Work Discipline**

The analysis shows that motivation has a positive and significant effect on work discipline. The higher the motivation of Department of Labor and Energy And Mineral Resources employees in Bali Province, the employee's work discipline will also increase. And vice versa, the lower the motivation of Department of Labor and Energy and Mineral Resources employees of the Province of Bali, the employee's work discipline will decrease. This provides information that motivation is an important factor in improving work discipline. Someone who has high motivation will work well without supervision. Motivation that is formed in employees without coercion raises a good thing by obeying all regulations that apply in the organization. This study supports the results of the research of Diantari and Yuniari (2014), Saputra (2014), Dessy and Artha Wibawa (2015) and Pratama and Nurbudiwati (2016) who obtained the results that Motivation has a positive effect on work discipline. Implementation of motivation carried out by a leader is one of the things that is very important to improve employee discipline. With the motivation of the leadership, the quality of work and accuracy in completing the task can be directed to the goals that have been set planned.

The results of this study also support the research findings of Omotayo and Hezekiah (2015), Azis and Muctar (2016), and Febriyanto (2017) who found the results that motivation had a positive and significant effect on work discipline. This means, motivation is an encouragement that makes employees will do a job as well as possible. With high motivation, employees will compete to be the best employees in a company. This will have a positive impact on employee disciplines.

### **The Effect of Organizational Culture on Work discipline**

The analysis showed that Organizational Culture had a positive and significant effect on work discipline. The better the Organizational Culture at the Department of Labor and Energy and Mineral Resources of the Province of Bali, the more influential the employee's work discipline will be. Vice versa, the worse the Organizational Culture in the Department of Labor and Energy and Mineral Resources of the Province of Bali will have an effect on the reduction in work discipline. This provides information that Organizational Culture values play a role in the formation of employee Discipline, where Organizational Culture values will direct someone to behave and behave in discipline. This study supports the results of research conducted by Iswara and Sudharma (2013), Suniastuti and Suana (2014), Damayanti and Fakhri (2014), Widiawati (2016), and Effendy and Putra (2018) who found the results that Organizational Culture greatly influenced Discipline employee work. A strong culture in a company will become a role model and habit for employees. So that the better the culture that exists in the company will be able to improve work discipline.

The results of this study also support the findings of Pribadi and Herlena's research (2016), Safira (2016) and Nurhusna (2017) who found that Organizational Culture had a positive and significant effect on work discipline ie the greater the Organizational Culture applied by employees would give a role in Discipline better employee work.

### **Research Limitations**

Based on research that has been done, there are limitations in this study, namely:

- 1) The scope of the study only covers the work discipline of Department of Labor and Energy and Mineral Resources employees of the Province of Bali so that it cannot describe the work discipline of general government employees in Bali.
- 2) Factors influencing work discipline in this study are Leadership Style, Motivation and Organizational Culture, while there are many other factors that affect work discipline such as compensation, working conditions, quality of supervision, work colleagues, type of work, job security, opportunities for progress and individual factors such as age, rank or position of the employee.
- 3) This research is only conducted in a certain time point (cross section), while the environment is changing (dynamic) at any time, so this research is important to do again in the future.

### **V. CONCLUSIONS AND SUGGESTIONS**

Based on the results of the analysis and discussion in the previous chapter, it can be concluded as follows:

- 1) Leadership Style has a positive and significant effect on work disciplines, ie the better Leadership Style in the Department of Labor and Energy and Mineral Resources of the Province of Bali will be able to increase work discipline.
- 2) Motivation has a positive and significant effect on work discipline. Employees, namely the higher the motivation of Department of Labor and Energy and Mineral Resources employees of the Province of Bali, the employee's work discipline will also increase.
- 3) Organizational Culture has a positive and significant effect on work disciplines, ie the better Organizational Culture in the Department of Labor and Energy and Mineral Resources of the Province of Bali, will have an effect on the increasing work discipline.

Suggestions that can be given based on the results of the study are as follows:

- 1) The Head of the Department of Labor and Energy and Mineral Resources of the Province of Bali should be willing to listen to the complaints of employees about decisions taken, so that employees feel valued, so that employee performance and discipline increases.
- 2) The Head of the Department of Labor and Energy and Mineral Resources of the Province of Bali should create a training and education service program for all employees so that all employees are able to complete their work well and on time, and are able to provide the best service for the community.
- 3) The head or head of the Department of Labor and Energy and Mineral Resources of the Province of Bali should hone the aspects of teamwork among employees to complete a predetermined task and work. By honing aspects of teamwork among employees, will make the ability of a workforce to work with others in completing a task and work for the better.
- 4) The head or head of the Department of Labor and Energy and Mineral Resources of the Province of Bali should give strict sanctions to employees who often come late, so that later can provide a deterrent effect for employees and can improve work discipline for the better.
- 5) The results of this study are expected to be able to encourage future researchers to observe other factors that can influence the work discipline in addition to Leadership Style, Motivation, and Organizational Culture. Future studies are also expected to increase the number of research samples and expand the sample area of researchers, and be able to conduct research at several government agencies in the Province of Bali so that later the results can be generalized to a wider scope.

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