

The Influence of Organizational Culture, Democratic Leadership Style, and Work Motivation on Employee Work Discipline at the Industry and Manpower Office of Temanggung Regency

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Abstract

Employee work discipline is crucial for achieving organizational goals. This study aims to determine the influence of organizational culture, democratic leadership style, and work motivation on employee work discipline, both partially and simultaneously, at the Industry and Manpower Office of Temanggung Regency. This study used a quantitative approach. The sample consisted of 50 employees using a census technique. The results showed that partially, organizational culture had a significant positive effect on work discipline (t-value 3.161, sig. 0.003). Meanwhile, democratic leadership style (sig. 0.789) and work motivation (sig. 0.325) did not have a significant effect on work discipline. However, simultaneously, all three variables had a positive and significant effect on employee work discipline (F-value 19.194, sig. 0.001). The Adjusted R Square value of 0.527 indicates that 52.7% of the variation in work discipline is explained by the three independent variables. In conclusion, culture drives discipline, not democratic leadership or motivation alone, yet together they still have impact.

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

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INTRODUCTION

Organizations require human resources to carry out their operational activities and achieve their objectives. Human resources refer to individuals who contribute their skills, knowledge, and efforts to support organizational performance (Shavira & Febrian, 2023). The success of an organization largely depends on how effectively these human resources are managed. Therefore, the role of human resources becomes a fundamental element in determining organizational effectiveness (Fauzan et al., 2023).

Employee work discipline is one of the most important factors in achieving organizational goals. Work discipline reflects the willingness of employees to obey organizational rules and perform their duties responsibly (Kusuma & Handayani, 2025). Employees with a high level of discipline tend to demonstrate better performance and productivity in completing their tasks. Conversely, poor discipline may hinder organizational performance and reduce overall effectiveness (Cherryryan, 2024).

The Department of Industry and Manpower of Temanggung Regency is a government institution responsible for implementing policies related to industrial development and labor affairs. This institution has the responsibility to support regional development by improving

workforce quality and industrial productivity (DISPERINAKER Kabupaten Temanggung, 2022). In carrying out these responsibilities, the institution requires employees who demonstrate discipline and commitment in their work. Therefore, maintaining employee discipline is essential to ensure the effectiveness of public services (Lestari, 2022).

However, organizations often encounter various challenges in managing their human resources. Employees come from diverse backgrounds with different personalities, attitudes, and behaviors that may influence their level of work discipline. These differences may affect the overall performance of the organization if they are not managed properly. Consequently, organizations must implement effective management strategies to encourage employee discipline (DISPERINAKER Kabupaten Temanggung, 2022).

One important factor that influences employee discipline is organizational culture. Organizational culture refers to the shared values, norms, and beliefs that guide employees' behavior within an organization (Oktavia & Fernos, 2023). A strong organizational culture can shape employee attitudes and encourage them to comply with organizational rules. As a result, organizational culture can significantly contribute to improving employee work discipline (Lestari, 2022; Oktavia & Fernos, 2023).

Organizational culture also functions as a mechanism that helps employees understand acceptable behavior in the workplace (Harahap & Nasution, 2023). Through organizational culture, employees learn what actions are considered appropriate and expected within the organization. A well-established culture can create a sense of belonging among employees and strengthen their commitment to organizational goals. Consequently, organizational culture can play a major role in maintaining employee discipline (Damayanti & Wibawa, 2023).

Another factor that influences employee discipline is leadership style. Leaders have an important responsibility in directing, guiding, and motivating employees to achieve organizational objectives. One leadership style that is considered effective in modern organizations is democratic leadership. Democratic leadership emphasizes employee participation and encourages communication between leaders and subordinates (Hanafi et al., 2018).

In a democratic leadership style, leaders respect employees and involve them in the decision-making process. Employees are given the opportunity to express their opinions, ideas, and suggestions related to organizational matters. This approach creates a positive relationship between leaders and employees. As a result, employees tend to feel more responsible and committed to their work (Andani et al., 2024).

Work motivation is another important factor that influences employee discipline. Motivation refers to the internal drive that encourages individuals to perform certain actions in order to achieve their goals (Ekhsan, 2019). Employees with high motivation are more likely to demonstrate enthusiasm, commitment, and dedication in their work. Therefore, motivation plays an important role in encouraging employees to maintain discipline in the workplace (Nurdin, 2018).

Motivation can originate from both internal and external factors. Internal factors include personal needs, expectations, and individual ambitions to achieve success. External factors may include leadership support, work environment, and recognition from the organization. When employees receive adequate motivation, they tend to work more responsibly and maintain better discipline in performing their duties (Yanuari, 2019).

According to Sugiyono in Rahman et al. (2024), a hypothesis is a tentative answer to the research problem that is formulated based on theoretical perspectives and previous studies. Hypotheses are considered temporary because they still need to be tested empirically through data analysis. Based on the theoretical framework and previous empirical findings, the hypotheses in this study are developed as follows (Rachman et al., 2024).

Organizational Culture and Work Discipline

Organizational culture plays an important role in shaping employee behavior within an organization. A strong organizational culture can guide employees in understanding organizational values, norms, and expected work behavior. Previous studies indicate that organizational culture has a positive and significant influence on employee work discipline because it encourages employees to comply with organizational rules and maintain consistent work behavior. Therefore, organizations that implement a strong and supportive culture tend to have employees with higher levels of work discipline.

H1: Organizational culture has a positive and significant effect on employee work discipline.

This study is in line with the research conducted by Nurina and Sugeng (2024), which shows that organizational culture has a positive and significant influence on employee work discipline. Furthermore, based on the findings of Wicara (2022), organizational culture also has a significant effect on employee work discipline.

Democratic Leadership Style and Work Discipline

Leadership style is one of the important factors that influence employee attitudes and behavior in the workplace. A democratic leadership style emphasizes participation, open communication, and shared decision-making between leaders and employees. Leaders who involve employees in decision-making processes and respect their opinions can create a supportive work environment that encourages employees to behave more responsibly and maintain discipline at work.

H2: Democratic leadership style has a positive and significant effect on employee work discipline.

This study is in line with the research conducted by Sentosa et al. (2019), which found no positive and significant influence of leadership style on employee discipline. Similarly, the findings of (Setiawan, 2018) indicate that the application of leadership style has no positive effect on work discipline, meaning that the leadership style employed by the leader has not been able to influence employees to improve their discipline.

Work Motivation and Work Discipline

Work motivation is a driving force that encourages employees to perform their duties effectively. Employees with higher motivation tend to demonstrate greater commitment and responsibility toward their work. Previous research suggests that motivated employees are more likely to follow organizational rules, complete tasks efficiently, and maintain a higher level of work discipline.

H3: Work motivation has a positive and significant effect on employee work discipline.

This study is in line with the research conducted by Kusuma and Handayani (2025), which found that work motivation does not have a significant effect on employee work discipline,

as well as the research conducted by Usdeka et al., (2021) whose results indicate that work motivation does not have a positive and significant effect on employee work discipline.

Organizational Culture, Democratic Leadership Style, Work Motivation, and Work Discipline

Organizational culture, leadership style, and work motivation are interrelated factors that influence employee behavior in the workplace. A supportive organizational culture, combined with an effective leadership style and strong employee motivation, can create a positive work environment that enhances employee discipline. When these factors work together, they can significantly improve employees' adherence to organizational rules and responsibilities.

H4: Organizational culture, democratic leadership style, and work motivation simultaneously have a positive and significant effect on employee work discipline.

Based on the explanation above, it is necessary to examine the factors that influence employee work discipline. Organizational culture, democratic leadership style, and work motivation are considered important variables that may influence discipline in the workplace. Understanding the relationship among these variables can help organizations improve their human resource management practices. Therefore, this study focuses on analyzing the influence of these variables on employee work discipline.

The objectives of this study are to analyze the influence of organizational culture on employee work discipline, the influence of democratic leadership style on employee discipline, and the influence of work motivation on employee discipline. In addition, this study also examines the simultaneous effect of these variables on work discipline. The results of this research are expected to provide valuable insights for organizations in managing their human resources effectively. Ultimately, improving employee discipline will contribute to achieving organizational goals more efficiently.

METHODOLOGY

This research employed a quantitative research approach to examine the influence of organizational culture, democratic leadership style, and work motivation on employee work discipline at the Department of Industry and Manpower of Temanggung Regency. The study used a systematic quantitative design in which variables were measured and analyzed statistically to determine their relationships and effects. The independent variables in this study consisted of organizational culture (X1), democratic leadership style (X2), and work motivation (X3), while the dependent variable was employee work discipline (Y).

The population of this study consisted of employees working at the Department of Industry and Manpower of Temanggung Regency. The sampling technique used was a census or total sampling method, where all members of the population were involved as research respondents. The total number of respondents participating in this research was 50 employees.

Data used in this study consisted of primary and secondary data. Primary data were obtained through questionnaires distributed to employees, while secondary data were collected from literature sources such as books, journals, and related documents. The questionnaire was designed using a Likert scale ranging from strongly disagree to strongly agree to measure respondents' perceptions regarding each research variable.

To clarify the operationalization of variables used in this research, the variables and their measurement indicators are presented in **table 1** below. The table explains the research

variables along with the indicators used to measure each variable in the questionnaire instrument.

Table 1. Research Variable and Indicators

No	Variable	Indicators
1.	Organizational Culture (X1)	Robbins (2013) a. Innovation and risk taking attention to detail b. Result orientation c. People orientation d. Team orientation e. Aggressiveness f. Stability
2.	Democratic Leadership Style (X2)	Ariani (2015) a. Decision making together b. Appreciating employees potential c. Listening to criticism and suggestions, d. Cooperation with subordinates
3.	Work Motivation (X3)	Mangkunegara (2017) a. Hard work b. Future orientation c. High aspirations d. Task orientation e. Effort to progress f. Perseverance g. Cooperation with colleagues h. Time utilization
4.	Work Discipline (Y)	Hasibuan (2014) a. Obedience to company rules b. Effective use of time c. Responsibility in completing tasks d. Attendance level

Furthermore, the questionnaire instrument used in this research was developed based on the indicators of each variable. Each indicator was translated into several statement items that were answered by respondents using a Likert scale. The structure of the questionnaire instrument used in this study is presented in **Table 2** below.

Table 2. Research Instrument

No	Variable	Statement
1.	Organizational Culture (X1)	a. I feel that I have developed good ideas that contribute to decision-making in the organization. b. Even without supervision from my supervisor, I try to comply with workplace rules. c. In carrying out my tasks, I always strive to produce the best results. d. I feel responsible for completing all assigned tasks. e. I always complete my tasks properly. f. I can easily coordinate with my teammates. g. I try to help my coworkers when they encounter difficulties in solving problems. h. In completing tasks effectively for the organization, I am expected to work as a cohesive team member. i. When performing my duties, I am able to complete tasks on time. j. I am satisfied with the current organizational environment.

2.	Democratic Leadership Style (X2)	<ul style="list-style-type: none"> a. The leader involves employees in participating in the decision-making process. b. I feel that the leader is able to unite differing opinions among members of the organization. c. I feel that the leader does not impose their opinions on employees. d. The leader appreciates employees' potential and provides motivation in their work. e. I feel that the leader gives me the opportunity to express my opinions during work meetings. f. I feel that the leader is able to cooperate with their subordinates. g. To ensure work is completed and properly supervised, the leader directly participates in field activities.
3.	Work Motivation (X3)	<ul style="list-style-type: none"> a. I always work hard to achieve optimal work results. b. I believe that I will have a bright future if I work seriously. c. I have high aspirations in my work. d. I feel responsible for completing my tasks and achieving work targets. e. Like other employees, I have the ability to develop my skills and competencies related to my job. f. I feel determined and confident in completing the tasks assigned to me. g. I have a good relationship with my coworkers. h. I always manage my time effectively so that my work can be completed on time.
4.	Work Discipline (Y)	<ul style="list-style-type: none"> a. I believe that I have complied with all company regulations. b. I feel that I have used my working time effectively to achieve the targets set by the organization. c. I feel that I am able to complete my work optimally. d. I complete the tasks assigned by my supervisor according to the established procedures. e. I feel that I arrive on time when coming to work. f. I arrive at the workplace on time.

Before conducting the main analysis, the research instruments were tested through validity and reliability tests to ensure the accuracy and consistency of the measurement. Furthermore, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. The data were then analyzed using multiple linear regression analysis, followed by hypothesis testing through t-test, F-test, and coefficient of determination (R^2). All statistical analyses were processed using IBM SPSS Statistics version 27.

RESULT AND DISCUSSION

Respondent Characteristics

The respondents in this study consisted of **50 employees** working at the Department of Industry and Manpower of Temanggung Regency. Respondent characteristics were analyzed based on several demographic factors, including gender, age, education level, and length of employment. Understanding the demographic characteristics of respondents is important to provide a clearer overview of the workforce profile within the institution and to better interpret the research findings related to work discipline.

Table 3. Demographic Distribution of Sample (n=50)

Demographic Category	Distribution	Percentage (%)
Gender		
Male	27	54
Female	23	46
Age (Years)		
< 30	5	10
30-40	18	36
41-50	20	40
>50	7	14
Education Level		
High School	16	32
Diploma	2	4
Bachelor's Degree	29	58
Master's Degree	3	6
Work Experience (Years)		
< 2	8	16
2-3	5	10
>5	37	74

The table above indicates that the majority of respondents were male employees, accounting for 60% of the total respondents. The majority of respondents were between 31–40 years old, indicating that most employees were in their productive working age. Most employees hold a bachelor's degree, indicating that the workforce generally possessed a relatively high level of education. This data shows that employees have varying levels of experience, with the majority having 5–10 years of work experience.

Data Quality Testing

Before conducting hypothesis testing, the research instruments were evaluated through validity and reliability tests to ensure the accuracy and consistency of the questionnaire used in the study. The validity test was conducted to determine whether the questionnaire items accurately measured the research variables. The test results indicate that all questionnaire items have correlation values (r-count) greater than r-table (0.278) on the table 4, meaning that all items are valid.

Table 4. Validity Test Results

Variable	Respondent	r-count	r-table	Explanation
Organizational Culture (X1)	1	0,620	0,278	Valid
	2	0,627	0,278	Valid
	3	0,718	0,278	Valid
	4	0,595	0,278	Valid
	5	0.793	0,278	Valid

	6	0,786	0,278	Valid
	7	0,823	0,278	Valid
Democratic Leadership Style (X2)	1	0,782	0,278	Valid
	2	0,809	0,278	Valid
	3	0,650	0,278	Valid
	4	0,637	0,278	Valid
	5	0,704	0,278	Valid
	6	0,811	0,278	Valid
	7	0,728	0,278	Valid
Work Motivation (X3)	1	0,764	0,278	Valid
	2	0,604	0,278	Valid
	3	0,753	0,278	Valid
	4	0,683	0,278	Valid
	5	0,724	0,278	Valid
	6	0,807	0,278	Valid
	7	0,912	0,278	Valid
Work Discipline (Y)	1	0,696	0,278	Valid
	2	0,677	0,278	Valid
	3	0,564	0,278	Valid
	4	0,540	0,278	Valid
	5	0,330	0,278	Valid
	6	0,565	0,278	Valid
	7	0,586	0,278	Valid

These results indicate that all questionnaire items used in this study effectively measure the variables being studied. The reliability test was conducted to measure the consistency of the research instrument. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.60 attached on the table 5.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Explanation
Organizational Culture (X1)	0,835	Reliable
Democratic Leadership Style (X2)	0,851	Reliable
Work Motivation (X3)	0,861	Reliable
Work Discipline (Y)	0,650	Reliable

The results indicate that all variables meet the reliability requirements and can be used for further statistical analysis.

Normality Test

Normality testing was conducted on the regression residuals using a P-P Plot. Data are considered normal if the points are distributed around the diagonal line and follow its direction, indicating a normal distribution. Under this condition, the regression model can be

said to satisfy the normality assumption. The normality test figure is presented below. Based on Figure.1 the test results show that the points are not far from the diagonal line, indicating that the regression model has a normal distribution. Therefore, the regression model is deemed suitable for further testing.

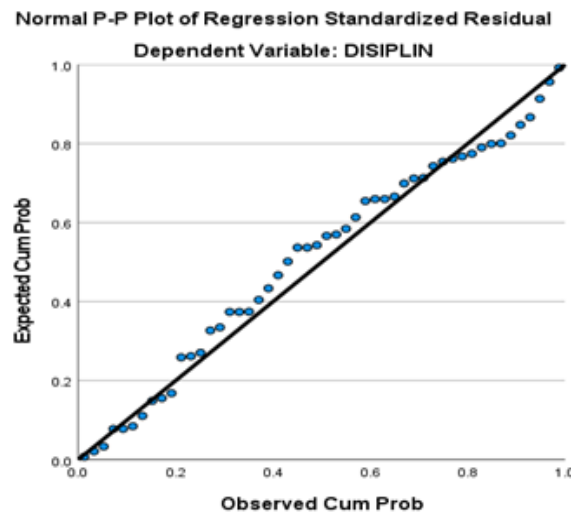


Figure 1. Normality Test Result

Kolmogorov-Smirnov

To determine whether the data of the dependent variable is normally distributed, the Kolmogorov–Smirnov test can be used. If the Kolmogorov–Smirnov significance value is less than 0.05, the distribution is not normal; conversely, if the significance value is greater than 0.05, the data is normally distributed. The test results are presented below.

Table 6. Kolmogorov–Smirnov Result

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N	50		
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.46504014	
Most Extreme Differences	Absolute	.098	
	Positive	.072	
	Negative	-.098	
Test Statistic		.098	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.		.265
	99% Confidence Interval	Lower Bound	.254
		Upper Bound	.277

Based on Table 6, it can be explained that the Kolmogorov–Smirnov significance value is 0.265, which is greater than 0.05. Therefore, the regression model in this study is normally distributed, and the results of the normality test are suitable for further analysis.

Multicollinearity Test

The multicollinearity test aims to examine whether the regression model shows any correlation among the independent variables. A good regression model should have no correlation between the independent variables. The results of the multicollinearity test are presented in Table 7 below.

Table 7. Multicollinearity Test Result

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13.053	1.958		6.665	.000		
	Budaya Organisasi	.393	.124	.553	3.161	.003	.315	3.174
	Gaya Kepemimpinan Demokratis	.023	.086	.037	.269	.789	.500	2.001
	Motivasi Kerja	.113	.114	.192	.995	.325	.259	3.860

a. Dependent Variable: Disiplin Kerja

Based on the test results shown in Table 7, the variable Organizational Culture (X1) has a tolerance value of 0.315 and a VIF value of 3.174. The variable Democratic Leadership Style (X2) has a tolerance value of 0.500 and a VIF value of 2.001. The variable Work Motivation (X3) has a tolerance value of 0.259 and a VIF value of 3.860. This indicates that all three variables have tolerance values greater than 0.1 and VIF values less than 10, meaning there is no multicollinearity among the independent variables, and the regression model is suitable for further testing.

The Glejser test

The Glejser test is used to detect the presence or absence of heteroscedasticity. If the variance of the residuals from one observation to another remains constant, it is called homoscedasticity; if it differs, it is called heteroscedasticity. The criterion for the absence of heteroscedasticity problems is that the significance value is greater than 0.05. This means that if the significance value is greater than 0.05, it can be concluded that heteroscedasticity is not present, whereas if the significance value is less than 0.05, it can be concluded that heteroscedasticity is present. The results can be seen in the table below.

Table 8. Glejser Test Result

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.543	1.160		2.193	.033
	Budaya Organisasi	-.113	.074	-.392	-1.536	.131
	Gaya Kepemimpinan Demokratis	.014	.051	.055	.272	.787
	Motivasi Kerja	.045	.067	.187	.666	.508

a. Dependent Variable: Abs_RES

Based on the results in Table 8, the heteroscedasticity test shows that all independent variables have significance values greater than 0.05: Organizational Culture has a significance value of 0.131, Democratic Leadership Style has a significance value of 0.787, and Work Motivation has a significance value of 0.508. Therefore, it can be concluded that heteroscedasticity is not present in this study. The heteroscedasticity test aims to examine whether there is an inequality of variance in the residuals from one observation to another in the regression model. The results of the heteroscedasticity test can be seen in Figure 2. Based on the test results shown in Figure 2, it can be observed that the points are randomly scattered, both above and below zero on the Y-axis. This leads to the conclusion that there is no heteroscedasticity in this regression model. Therefore, the regression model is suitable for further testing.

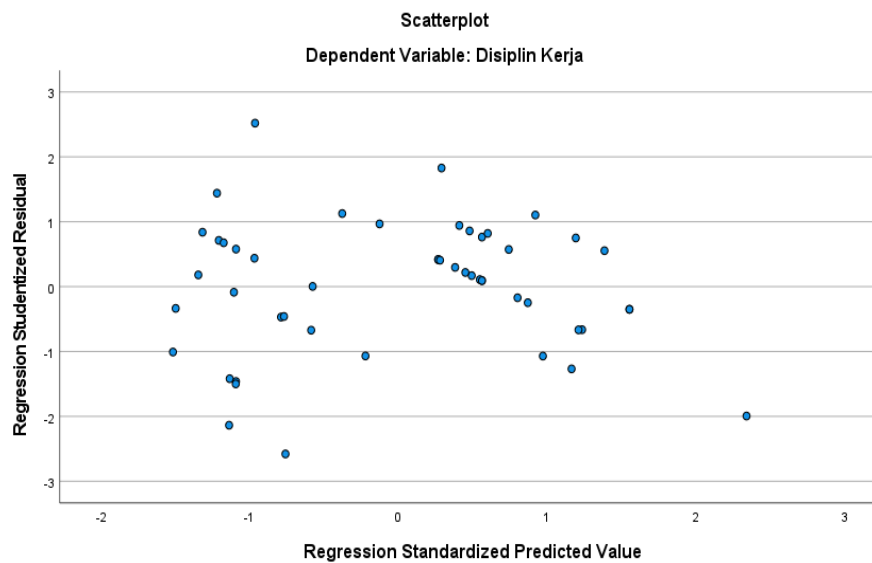


Figure 2. Heteroscedasticity Test Result

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the influence of the independent variables (organizational culture, democratic leadership style, and work motivation) on the dependent variable (work discipline). The analysis results indicate that organizational culture significantly influences employee work discipline, while democratic leadership style and work motivation do not significantly influence work discipline.

Table 9. Multiple Linear Regression Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.053	1.958		6.665	.001
	Budaya Organisasi	.393	.124	.553	3.161	.003
	Gaya Kepemimpinan Demokratis	.023	.086	.037	.269	.789

Motivasi Kerja	.113	.114	.192	.995	.325
a. Dependent Variable: Disiplin Kerja					

Based on the results presented in Table 9 above, conclusions can be drawn regarding the t-test criteria. The t-test was conducted at a significance level of $\alpha = 5\%$ by calculating the t-table value using the formula $t\text{-table} = (\alpha/2 ; n-k-1) = (0.05/2 ; 50-3-1) = (0.025 ; 46)$, which yielded a t-table value of 2.012. The decision-making criteria are as follows: if the calculated t-value is less than the t-table value or the significance value is greater than 0.05, it is declared that there is no partial (individual) effect of variable X on Y. Conversely, if the calculated t-value is greater than the t-table value or the significance value is less than 0.05, it is declared that there is a partial effect of variable X on Y.

From the data processing results for the t-test in the table above, the following findings were obtained. For Organizational Culture, the coefficient B is 0.393, which means that if Organizational Culture increases by one unit, Work Discipline will increase by 0.393 units, assuming other variables remain constant. For Democratic Leadership Style, the coefficient B is 0.023, which means that if Democratic Leadership Style increases by one unit, Work Discipline will increase by 0.023 units, assuming other variables remain constant. For Work Motivation, the coefficient B is 0.113, which means that if Work Motivation increases by one unit, Work Discipline will increase by 0.113 units, assuming other variables remain constant.

Hypothesis Testing

The t-test is used to examine the partial effect of independent variables on the dependent variable. Based on the calculation of the t-test values using SPSS, the results are presented in Table 4.11 above. The t-test was conducted at a significance level of $\alpha = 5\%$ by calculating the t-table value using the formula $t\text{-table} = (\alpha/2 ; n-k-1) = (0.05/2 ; 50-3-1) = (0.025 ; 46)$, which yielded a t-table value of 2.012. The decision-making criteria are as follows: if the calculated t-value is less than the t-table value or the significance value is greater than 0.05, it is declared that there is no partial (individual) effect of variable X on Y; conversely, if the calculated t-value is greater than the t-table value or the significance value is less than 0.05, it is declared that there is a partial effect of variable X on Y. From the data processing results for the t-test in the table above, the following findings were obtained. For Organizational Culture (X1), the results of the partial t-test show that the significance value for the effect of organizational culture on work discipline is 0.003, which is less than 0.05, and the calculated t-value is 3.161, which is greater than the t-table value of 2.012. Therefore, it can be concluded that organizational culture has a significant effect on work discipline.

For Democratic Leadership Style (X2), the results show that the significance value for the effect of democratic leadership style on work discipline is 0.789, which is greater than 0.05, and the calculated t-value is 0.269, which is less than the t-table value of 2.012. Thus, it can be concluded that democratic leadership style does not have a significant effect on work discipline. For Work Motivation (X3), the results show that the significance value for the effect of work motivation on work discipline is 0.325, which is greater than 0.05, and the calculated t-value is 0.995, which is less than the t-table value of 2.012. Therefore, it can be concluded that work motivation does not have a significant effect on work discipline.

Simultaneous Test (F-test)

The F-test was conducted to determine whether the independent variables simultaneously influence the dependent variable. Based on the results of the F-test presented in Table 10, it can be seen that the significance value for the simultaneous effect of X1, X2, and X3 on Y is 0.001, which is less than 0.05. Therefore, it can be concluded that Organizational

Culture, Democratic Leadership Style, and Work Motivation have a simultaneous effect on Work Discipline.

Table 10. F-test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.649	3	43.883	19.194	<.001 ^b
	Residual	105.171	46	2.286		
	Total	236.820	49			
a. Dependent Variable: Disiplin Kerja						
b. Predictors: (Constant), Motivasi Kerja, Gaya Kepemimpinan Demokratis, Budaya Organisasi						

Coefficient of Determination

The coefficient of determination measures how much variation in work discipline can be explained by the independent variables.

Table 10. Coefficient of Determination Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 ^a	.556	.527	1.51206
a. Predictors: (Constant), Motivasi Kerja, Gaya Kepemimpinan Demokratis, Budaya Organisasi				

Based on the test results on table 11 above, it can be seen that the Adjusted R Square value is 0.527. Therefore, it can be concluded that the simultaneous (combined) effect of Organizational Culture, Democratic Leadership Style, and Work Motivation on Work Discipline is 52.7%. The remaining 47.3% is influenced by other variables not included in this study.

Discussion

Specifically, the results of the partial t-test show that the significance value for the effect of organizational culture on work discipline is 0.003, which is less than 0.05, and the calculated t-value is 3.161, this indicates that the result of the first hypothesis proposed in this study is accepted, meaning that the better the organizational culture is improved, the more it will increase employee work discipline at the Department of Industry and Manpower of Temanggung Regency. Therefore, it can be concluded that the work motivation variable has a positive effect on employee work discipline. This finding is consistent with the study conducted by Nurina and Sugeng (2024), which shows that organizational culture has a positive and significant effect on employee work discipline (Nurina & Sugeng, 2024). Additionally, based on the research results from Wicara (2022), organizational culture has a significant effect on employee work discipline (Wicara, 2022).

However, the test results show that the second hypothesis produced a calculated t-value of 0.269 with a significance level of 0.789. This indicates that the result of the second hypothesis proposed in this study, namely Democratic Leadership Style does not have a significant effect on employee work discipline at the Department of Industry and Manpower of Temanggung Regency. This finding is consistent with the study conducted by Sentosa

(2019), which found no positive and significant effect between leadership style and employee discipline (Sentosa et al., 2019). Additionally, the research results from Setiawan (2018) indicate that the application of leadership style does not have a positive effect on work discipline, meaning that the leadership style used by the leader has not been able to influence employees to improve their discipline (Setiawan, 2018).

Similarly, the test results show that the third hypothesis produced a calculated t-value of 0.995 with a significance level of 0.325. This indicates that the result of the third hypothesis proposed in this study, namely work motivation does not have a significant effect on employee work discipline at the Department of Industry and Manpower of Temanggung Regency. Therefore, it can be concluded that the work motivation variable does not have a positive effect on employee work discipline. This finding is consistent with the study conducted by Kusuma and Handayani (2025), which found that work motivation does not have a significant effect on employee work discipline, as well as with the research conducted by Usdeka et al. (2021), whose results indicated that work motivation does not have a positive and significant effect on employee work discipline (Kusuma & Handayani, 2025; Usdeka et al., 2021).

Nevertheless, the results of the F-test conducted obtained an F-calculated value of 19.194 with a significance level of 0.001. This indicates that the variables of Organizational Culture, Democratic Leadership Style, and Work Motivation simultaneously have a positive effect on employee work discipline at the Department of Industry and Manpower of Temanggung Regency. Based on the Adjusted R Square value from the multiple regression model formed in this study, which is 0.527, it shows that 52.7% of the work discipline variable can be explained by the variables of organizational culture, democratic leadership style, and work motivation, while the remaining 47.3% can be explained by other variables not examined in this study.

CONCLUSION

In summary, although organizational culture individually contributes positively to work discipline, neither democratic leadership style nor work motivation individually show significant effects. However, when considered simultaneously, all three variables significantly influence employee work discipline at the Department of Industry and Manpower of Temanggung Regency.

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