Investigating the Mediating Role of Organizational Commitment in the Relationship between Leadership, Motivation, Organizational Culture, and Work Discipline

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Abstract:

This research aims to determine and analyze the influence of leadership, motivation, and organizational culture on employee work discipline with organizational commitment as an intervening variable at MAN Tulungagung, East Java, Indonesia. The research method is quantitative with an explanatory research approach with a survey approach. Research data was taken from 97 teachers who were the sample for this research. This research analyzes data using multiple regression analysis. The results of the research show that 1) leadership has a significant effect on organizational commitment; 2) Organizational culture has a significant effect on organizational commitment; 3) Leadership has a significant effect on work discipline; 4) Organizational culture has a significant effect on work discipline; 5) Leadership has an indirect effect on work discipline through organizational commitment, which means there is a mediating influence. So, organizational commitment can mediate between organizational culture and work discipline. Organizational culture has an indirect effect on work discipline through organizational commitment, which means there is no mediating influence. So, organizational commitment cannot be a mediating variable between organizational culture and work discipline.

Keywords: *Leadership, Motivation, Organizational Culture, Work Discipline, Organizational Commitment*

Abstrak:

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh kepemimpinan, motivasi, budaya organisasi terhadap disiplin kerja pegawai dengan komitmen organisasi sebagai varabel intervening di MAN Tulungagung, Jawa Timur, Indonesia. Metode penelitiannya kuantitatif dengan pendekatan penelitian explanatif dengan pendekatan survey. Data penelitian diambil dari 97 guru yang menjadi sampel penelitian ini. Penelitian ini analisis data menggunakan analisis regresi berganda. Hasil penelitiannya menunjukkan bahwa; 1) kepemimpinan berpengaruh signifikan terhadap komitmen organisasi; 2) Budaya organisasi berpengaruh signifikan terhadap komitmen organisasi; 3) Kepemimpinan berpengaruh signifikan terhadap disiplin kerja; 4) Budaya organisasi berpengaruh signifikan terhadap disiplin kerja; 5) Kepemimpinan berpengaruh tidak langsung pada disiplin kerja melalui komitmen organisasi yang berarti adanya pengaruh mediasi. Jadi, komitmen organisasi dapat menjadi variabel mediasi antara budaya organisasi terhadap disiplin kerja. Budaya organisasi

berpengaruh tidak langsung pada disiplin kerja melalui komitmen organisasi yang berarti tidak adanya pengaruh mediasi. Jadi, komitmen organisasi tidak dapat menjadi variabel mediasi antara budaya organisasi terhadap disiplin kerja.

Kata Kunci: *Kepemimpinan, Motivasi, Budaya Organisasi, Disiplin Kerja, Komitmen Organisasi*

INTRODUCTION

Leadership, motivation, and organizational culture are critical elements in organizational management, and their impact on work discipline has become a significant concern in human resource management. In the context of MAN Tulungagung, effective leadership can influence how teachers and support staff work and interact to provide quality education.

Leadership is needed in an organization because, with this leadership, the leader can carry out innovations and coordinate organizational functions properly and correctly (Bhaduri, 2019; Ciulla & Ciulla, 2020; Leithwood et al., 2021). A leader is a role model with the duty and obligation to provide personal protection and assistance and manage activities to achieve programmed goals (Eva et al., 2020; Saha et al., 2020; Lu et al., 2022). Each leader has their style in leading their group or subordinates (Jaroliya et al., 2022; Meuser & Smallfield, 2023; Hidayah, 2023; Evans & Farrell, 2023). A person's leadership style determines the level of work success of the employees he leads. The better a leader's leadership style, the higher the level of work success of his employees (Susanto et al., 2023; Syam et al., 2023; Abdelwahed et al., 2023). Here, a leader is needed who can act pretty, does not differentiate between ethnicities and races, and also does not prioritize personal interests.

The motivation provided by leaders is very determined; the success of an institution or agency is primarily determined by the motivation given to its employees (Suriyanti, 2020; Paais et al., 2020; Saputra, 2021). If motivation is very unsatisfactory, there is no job training provided by the agency; this will affect the organization's success (Werdhiastutie et al., 2020; Chien et al., 2020). Rewards are awards given by companies to employees who excel so that employees can further improve their performance (Apriyanti et al., 2021; Sitopu et al., 2021).

Leadership is very much needed in developing and improving employee work discipline (Huda & Nada, 2023). Because they are the ones who can influence and move other humans to work towards achieving goals. The leader's task is to identify, direct, and motivate employees so that they can perform well, which will ultimately improve employee work discipline (Setiyaningsih, 2020; Rahmi et al., 2020; Maryani et al., 2021; Setiawati et al., 2023).

This is supported by the research results of Brahmannanda & Suwandana (2018), McCarter et al. (2022), and Andrianto et al., 2023 who found that leadership influences work discipline. Leadership factors contribute to employee work discipline, so it is recommended that future organizational development should be more directed at leadership development. However, previous research by Cahyani and Rokhman (2021) and Bakti et al. (2022) stated that there is a negative influence of leadership on work discipline.

Another factor that influences employee work discipline is organizational culture. Tipurić (2022) states that organizational culture is collectively held values, shared beliefs, and symbolic ideals that individuals in a particular organization regard. Srimulyani and Hermanto (2022) state that organizational culture is an integral part of every organization. It is the totality of principles, beliefs, expectations, norms, attitudes, and habits unique to its members, treated as a group of beliefs of these people, that determines their reactions to processes inside and outside the organization. This means that there is a mutually supportive commitment between organizational culture and leadership in influencing the performance and discipline of employees in a company.

In carrying out its duties and functions, apart from requiring capable and professional human resources, it also requires strong organization and leadership abilities (Purnamaningsih, 2023; Wisuda et al., 2023). Organizations can make the management of human resources and employee commitment the key to success in facing competition, where the choice of organizational strategy will be closely related, with human resources as the perpetrator because no matter how good the strategy planned to be rolled out by an organization is if it is not supported by human resources those who are qualified and reliable will not produce optimal performance (Baharun et al., 2021; Kasman, 2022; Muhith et al., 2023).

Organizational commitment, which functions as an intervening variable, emerges as an essential factor in bridging the relationship between these factors. How organizational commitment mediates the influence of leadership, motivation, and organizational culture on work discipline is the main focus of this research. When an employee's commitment is high, the effectiveness of organizational resources in general will be more guaranteed. This is because organizational commitment is a vital part of human resource management (Aguinis et al., 2022; Lowman et al., 2022).

Therefore, enforcing procedural rules is an essential part of building trust and honesty in the organization so that it ultimately has a positive effect on overall organizational commitment. The most unambiguous indication can be seen from the low level of practical organizational commitment, the need for more reliable human resources, especially in information technology, by developments in science and technology, and the limited number of existing human resources.

Organizational commitment is the degree to which an individual identifies with his existence in an organization based on his goals and desire to maintain his membership (Robbins & Judge, 2013). According to Meyer & Alien (1991), organizational commitment is a feeling or belief that focuses on the employee's relationship with the organization. Employees who are committed to the organization will work with dedication because employees consider that the critical thing that must be achieved is the achievement of organizational tasks (Zhenjing et al., 2022; Boonsiritomachai et al., 2022).

Discipline is an ideal condition in supporting the implementation of tasks according to the rules to support work optimization. One of the conditions so that discipline can be fostered in the work environment is that there is a complete division of work down to the lowest employees or officers so that everyone knows consciously what their duties are, how to do them when the work starts, and ends,

what kind of work results are required. , and who is responsible for the results of the work. So discipline must be developed so that everyone knows consciously what their tasks are, how to do them when the work starts and ends, and to whom to be accountable for the results of the work.

The antecedent of research by Nurmayanti et al., (2018) and Hutapea (2016) is through organizational commitment, which consists of affective commitment, continuance commitment, and normative commitment to the organization. Existing research results show the positive impact of organizational commitment, such as increasing job satisfaction, attendance, social behavior, and work performance (Nurmayanti et al., 2018). Apart from that, Haryanti et al. (2022) also stated that the positive impact of organizational commitment is that individuals who enjoy commitment are more orderly, stay in the organization for an extended period, and work longer. However, there is also a negative impact resulting from organizational commitment, which shows that individuals who lack organizational commitment will tend to stop working from the organization or leave.

By understanding this complex relationship, we can provide valuable insights to MAN Tulungagung, which can be used to develop strategies and policies aimed at improving the work discipline of teachers and support staff, which in turn will support the achievement of the educational and development goals of this organization. Specifically, this research aims to analyze the influence of leadership, motivation, and organizational culture on work discipline, with organizational commitment as an intervening variable.

RESEARCH METHODS

This research aims to obtain empirical evidence and develop theories of leadership, motivation, organizational culture, work discipline, and organizational commitment. Seeing the problems and research objectives to be achieved, this research uses a quantitative research approach with a survey approach (Haryanti, 2019). The questionnaire was prepared based on research variables, namely leadership, motivation, organizational culture, work discipline, and organizational commitment. The objects in this research were 79 teachers throughout MAN Tulungagung.

Data analysis uses multiple linear regression. Multiple linear regression is used to determine the magnitude of the direct and indirect influence of one variable on other variables. Multiple regression analysis facilitates multiple regression analysis; the researcher uses calculations with SPSS 22.0 for Windows.

RESULTS AND DISCUSSIONS

Before testing the hypothesis, the researcher first carries out the classic assumption test, which is a hypothesis test used in research that shows whether the regression model is suitable for further testing or not (Ghozali, 2016). The classic assumption test in this research, namely the normality test, aims to test whether, in the regression model, the disturbing or residual variables have a normal or close-to-normal distribution. The results of the normality test can be seen in the table as follows:

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		79
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.12977167
Most Extreme Differences	Absolute	.097
	Positive	.097
	Negative	-.076
Test Statistic		.097
Asymp. Sig. (2-tailed)		.064[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The normality test results obtained a significance greater than 0.05. This shows that the data used in this research is usually distributed.

Next, the multicollinearity test tests whether the regression model finds a correlation between the independent variables. There are no multicollinearity problems; the tolerance value is 0.10 or the same as the VIF.10 value.

Table 2. Multicollinearity Test Results
Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership	.018	54.970
	Organizational culture	.208	4.818
	Organizational Commitment	.025	39.437

a. Dependent Variable: Work Discipline

The results of the multicollinearity test on the independent variables showed that the tolerance value for the research variables was above 0.1 and the VIF value was below 10, so there was no high relationship between the independent variables.

The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from the residuals of one observation to another (Ghozali, 2016). There are several ways to detect the presence or absence of heteroscedasticity, one of which is by looking at the scatter plot. A good regression model is obtained if the residual scatter diagram does not form a particular pattern and the data radiates around zero (on the Y axis). Apart from that, there is no particular pattern on the graph, such as converging in the middle, then narrowing, and then widening, and vice versa.
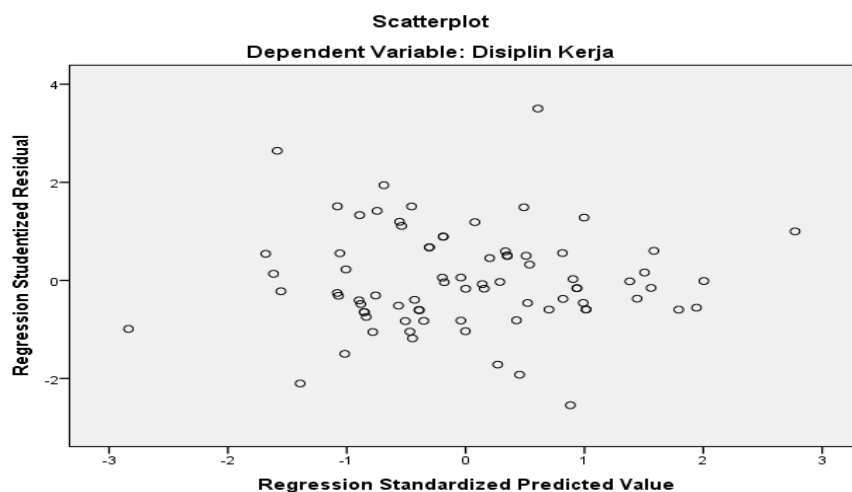
Figure 1. Heteroscedasticity Test
Source: Data Processing Results Using the SPSS 22.0 for Windows Software Program

Figure 1 explains that the scattered data does not form a particular pattern and is spread around the zero point on the Y-axis. This means that the data to be studied meets the heteroscedasticity assumption.

Next, hypothesis testing is carried out to determine the direct influence of the independent variable on the dependent variable. Using the t statistical test shows how much influence an explanatory or independent variable individually has in explaining variations in the dependent variable. Based on the analysis, the following analysis results were obtained:
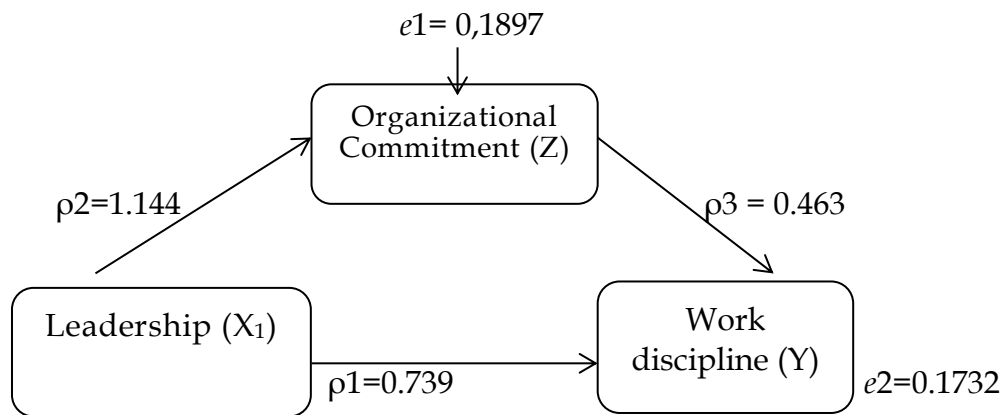
Tabel 3. Uji t

Pengaruh Antar Variabel	t_{hitung}	t_{tabel}	Sig.
X1→Z	34.403	1.29279	0.000
X2→Z	5.864	1.29279	0.000
X1→Y	18.742	1.29279	0.000
X2 →Y	6.998	1.29279	0.000
Z → Y	21.239	1.29279	0.000

From the data above, the following analysis results are obtained: Leadership t_{count} (X1) is 34,403 while t_{table} = 1.29279, so the tcount > ttable. Meanwhile, the t-$_{count}$ significance value of the leadership variable (X1) is 0.000, meaning <0.05. Based on these results, H_0 is rejected and H_a is accepted, which means leadership has a significant effect on organizational commitment (Z). The tcount result of organizational culture (X2) is 5.864 while ttable = 1.29279, so the t_{count} > t_{table} value. Meanwhile, the significance value of the organizational culture variable (X2) is 0.000, meaning <0.05. Based on these results, H_0 is rejected, and H_a is accepted, which means that organizational culture has a significant effect on organizational commitment (Z). The result of t_{count} for leadership (X1) is 18,742 while t_{table} = 1.29279, so the value of t_{count} > t_{table}. Meanwhile, the t-count significance value of the leadership variable (X1) is 0.000, meaning <0.05. Based on these results, H_0 is rejected, and H_a is accepted, which means leadership has a significant effect on work discipline (Y). The result of t_{count} for organizational

culture (X2) is 6.998 while t_{table} = 1.29279, so the value of t_{count} > t_{table}. Meanwhile, the significance value of the organizational culture variable (X2) is 0.000, meaning <0.05. Based on these results, H_0 is rejected and H_a is accepted, which means that organizational culture has a significant effect on work discipline (Y). The t-count result of organizational commitment (Z) is 21,239 while t_{table} = 1.29279, so the t_{count} value > t_{table}. Meanwhile, the significance value of the organizational commitment variable (Z) is 0.000, meaning <0.05. Based on these results, H_0 is rejected, and H_a is accepted, which means that organizational commitment has a significant effect on work discipline (Y).

Path analysis is used to test the influence of intervening variables. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships between variables (causal models) previously established based on theory.

Leadership has an indirect effect on work discipline through organizational commitment, as evidenced by the SPSS output results in multiple regression, which gives a standardized beta value for leadership in regression equation (1) of 0.739 and is significant at 0.000, which means leadership influences work discipline. The unstandardized beta coefficient value of 1.144 is the path value or path p2. In the output of regression equation (2) and organizational commitment 0.463, everything is significant, and the unstandardized beta value of organizational commitment 0.186 is the p3 path value. The value of e1= $\sqrt{1-0.964}$ =0,1897 e2= $\sqrt{1-0.970}$ = 0,1732.

$e1$= 0,1897

Organizational Commitment (Z)

ρ2=1.144

ρ3 = 0.463

Leadership (X₁)

ρ1=0.739

Work discipline (Y)

$e2$=0.1732

Figure 2. Influence Structure of X1, Z and Y
(Source: processed data, 2023)

The results of the first path analysis show that leadership can directly influence employee work discipline and can have an indirect effect, namely from leadership to organizational commitment (as an intervening) and employee work discipline. The magnitude of the direct effect is 0.739, while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient, namely (1.144) x (0,463) = 0,529672 or the total influence of leadership on work discipline = 0,739 + (1.144) x (0.463) = 1.268672.

The mediation effect proposed by the multiplication of coefficients (p2 x p3) is significant or not, tested using the sobel test as follows:

Calculate the standard error of the indirect effect coefficient (Sp2p3)

$$Sp2p3 = \sqrt{p3^2\,Sp2^2 + p2^2\,Sp3^2 + Sp2^2\,Sp3^2}$$

$$Sp2p3 = \sqrt{(0.463^2)(0.038^2) + (1.144^2)(0{,}096^2) + (0.038^2)(0{,}096^2)}$$

$$Sp2p3 = \sqrt{(0.214369)(0.0014) + (1.308736)(0.009216) + (0.0014)(0{,}009216)}$$

$$Sp2p3 = \sqrt{0.0003001166 + 0.12061310976 + 0.0000129024}$$

$$Sp2p3 = \sqrt{0.12092612876} = 0.347744$$

Based on the results of Sp2p3, we can calculate the statistical t value of the mediation effect with the following formula:

$$t = \frac{p2\,p3}{Sp2\,p3} = \frac{0{,}529672}{0.347744} = 1.5231664643$$

Because the value of t_{count} = 1.52316643 is greater than t_{table} with a significance level of 0.05, namely 1.29279, it can be concluded that the mediation coefficient of 1.268672 is significant, which means there is a mediation effect. So, organizational commitment can mediate between leadership and work discipline.

Organizational culture has an indirect effect on work discipline through organizational commitment, as evidenced by the SPSS output results in multiple regression, which gives a standardized beta value for organizational culture in regression equation (1) of 0.276 and is significant at 0.000, which means organizational culture influences work discipline. The unstandardized beta coefficient value of 0.195 is the path value or path p2. In the output of regression equation (2), the unstandardized beta value for the organizational commitment of 0.463 is all significant, and the unstandardized beta value for the organizational commitment of 0.186 is the p3 path value. The value of e1= $\sqrt{1-0.964}$ =0,1897 e2= $\sqrt{1-0.970}$ = 0,1732.
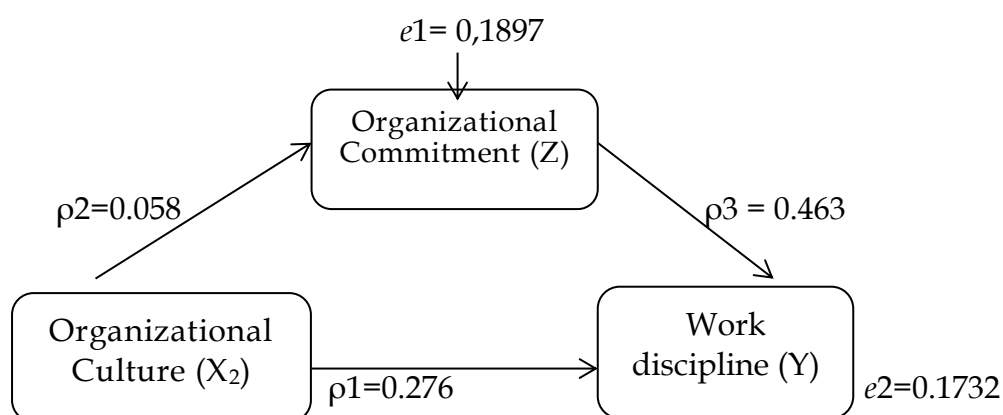
Figure 3. Influence structure of X2, Z and Y
(Source: processed data, 2023)

The results of the first path analysis show that leadership can directly influence employee work discipline and can have an indirect effect, namely from organizational culture to organizational commitment (as an intervening) and then to employee work discipline. The magnitude of the direct influence is 0.739. In contrast, the magnitude of the indirect influence must be calculated by multiplying the indirect coefficient, namely (0.058) x (0.463) = 0.026854 or the total influence of organizational culture on work discipline = 0.276 + (0.058) x (0.463) = 0.302854.

The mediation effect proposed by the multiplication of coefficients (p2 x p3) is significant or not, tested using the sobel test as follows:

Calculate the standard error of the indirect effect coefficient (Sp2p3)

$$\text{Sp2p3} = \sqrt{p3^2 Sp2^2 + p2^2 Sp3^2 + Sp2^2 Sp3^2}$$

$$\text{Sp2p3} = \sqrt{(0.463^2)(0.096^2) + (0.058^2)(0,096^2) + (0.058^2)(0,096^2)}$$

$$\text{Sp2p3} = \sqrt{(0.214369)(0.009216) + (0.003364)(0.009216) + (0.0014)(0,009216)}$$

$$\text{Sp2p3} = \sqrt{0.0011115704 + 3.09456 + 1.290124}$$

$$\text{Sp2p3} = \sqrt{4.38579557} = 2.0942291$$

Based on the results of Sp2p3, we can calculate the statistical t value of the mediation effect with the following formula:

$$t = \frac{p2p3}{Sp2p3} = \frac{0.026854}{2.09456} = 0.01282083$$

Because the value of t = 0.01282083 is more significant than t_{table} with a significance level of 0.05, namely 1.29279, it can be concluded that the mediation coefficient of 0.302854 is significant, which means there is no mediation effect. So, organizational commitment cannot be a mediating variable between leadership and work discipline.

Leadership has a significant effect on organizational commitment, as evidenced by the value of t_{count} 34.403 > t_{table} 1.29279, a significance value of 0.000 < 0.05. Based on these results, H_0 and H_a are rejected, thus indicating that the higher the leadership, the higher the organizational commitment. The results of this research by Nazar (2017) show that leadership is a process where a leader can directly guide and influence the behavior and work of others toward achievement in certain situations. Apart from that, leadership is also the ability of a manager or leader to encourage subordinates to work with confidence and enthusiasm. The results of this research are supported by Hutapea's (2016) research, which shows that leadership has a significant effect on organizational commitment.

Organizational culture has a significant effect on organizational commitment, as evidenced by the value of t_{count} 5.864 > t_{table} 1.29279, a significance value of 0.000 < 0.05. Based on these results, H_0 is rejected and H_a, thus indicating that the higher the organizational culture, the higher the organizational commitment. The results of this research are by Robbins and Judge (2015), who argue that organizational culture is a shared perception held by members of the organization or a shared systematicity that the organization values.

This research is also supported by Herlambang & Fuadi (2018), who found that: a). Organizational culture is a critical factor that has an influential role in

creating a creative and innovative atmosphere among people in an organization. B). Organizational culture is also an aspect of knowledge management, where knowledge will flow between employees and spread throughout the organization so that they can create, develop, and use knowledge within an organization.

Leadership has a significant influence on work discipline, as evidenced by the calculated t_{count} of 18,742, exceeding the t_{table} value of 1.29279, and a significance value of 0.000, which is smaller than the specified significance level, namely 0.05. Based on these results, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. Thus, the higher the leadership level, the higher the level of work discipline.

These findings support the results of research by Soim et al. (2022), who concluded that leadership is an effort to influence the behavior of other people, both individually and in groups. Banjarnahor (2016) also defines leadership as a process in which a leader directly guides and influences the behavior and work of others toward achievement in certain situations. Apart from that, Anam (2018) found results showing that leadership had a positive effect on work discipline, while Liyas (2017) showed that leadership had a positive and significant effect on employee work discipline. Kamal (2015) also found a significant influence between leadership and work discipline, and Nazar (2017) showed that leadership had a positive and significant effect on work discipline.

Organizational culture has a significant effect on work discipline, as evidenced by the value of t_{count} 6.998 > t_{table} 1.29279, a significance value of 0.000 < 0.05. Based on these results, H_0 is rejected and H_a, thus indicating that the higher the organizational culture, the higher the work discipline. The results of this research are by (Kaur et al., 2023) that culture is a specific collection of values and norms that are shared by people and groups within an organization and control the way they interact with each other and outside stakeholders. Organization. Oktaviani & Saragih (2017) In their research, show that organizational culture has a positive and significant effect on employee work discipline. Perbadi and Herlena (2016) conducted research showing that work culture has a positive and significant effect on work discipline.

Organizational commitment has a significant effect on work discipline, as evidenced by the value of t_{count} 21,239 > t_{table} 1.29279, a significance value of 0.000 < 0.05. Based on these results, H_0 is rejected and H_a, thus indicating that the higher the organizational commitment, the higher the work discipline.

The results of this research are by the research of Septiani et al. (2016), showing that work culture has a positive and significant effect on employee work discipline. Sukmawijaya (2014), in his research, shows that there is a partially positive and significant influence between affective, sustainable, and normative organizational commitment on employee work discipline. Setiawan Mardalis (2015), in their research, showed that organizational commitment positively influences work discipline. Hidayat et al. (2022) stated in their research that employees are disciplined in carrying out work according to the instructions given, and employees can adapt to changes in work. Likewise, Hartini et al. (2021) stated that organizational commitment significantly influences work discipline.

Leadership has an indirect effect on work discipline through organizational commitment at MAN Tulungagung, as evidenced by the results of the Sobel test, which is smaller than the table, which means there is no mediating influence. So, organizational commitment cannot be a mediating variable between organizational culture and work discipline, as evidenced by the Sobel test results, which are smaller than t_{table}, which means there is no mediating influence. So, organizational commitment cannot be a mediating variable between organizational culture and work discipline. Organizational culture has an indirect effect on work discipline through organizational commitment, as evidenced by the results of the Sobel test, which is smaller than t_{table}, which means there is no mediating influence. So, organizational commitment cannot be a mediating variable between organizational culture and work discipline.

CONCLUSION

The results of his research show that leadership has a significant effect on organizational commitment, which means that the higher the leadership, the higher the organizational commitment. Organizational culture has a significant effect on organizational commitment, which means that the higher the organizational culture, the higher the organizational commitment; Leadership has a significant effect on work discipline, this means that the higher the leadership, the higher the work discipline; Organizational culture has a significant effect on work discipline, this shows that the higher the organizational culture, the higher the work discipline; Leadership has an indirect effect on work discipline through organizational commitment, which means there is a mediating influence. So, organizational commitment can mediate between organizational culture and work discipline. Organizational culture has an indirect effect on work discipline through organizational commitment, which means there is no mediating influence. So, organizational commitment cannot be a mediating variable between organizational culture and work discipline.

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