



## The Influence of Leadership, Work Environment, Work Motivation on Work Discipline at PDAM Tirta Kamuning Kuningan District

**Pupu Syaiful Rahmat<sup>1</sup>**

*Management Department  
Faculty of Economic and Business  
Kuningan University,  
Kuningan, Indonesia  
E-mail: pupu.saeuf.rahmat@uniku.ac.id*

**Dede Djuniardi<sup>2</sup>**

*Management Department  
Faculty of Economic and Business  
Kuningan University,  
Kuningan, Indonesia  
E-mail: dede.djuniardi@uniku.ac.id*

**Deri Prayudi<sup>3</sup>**

*Management Department  
Faculty of Economic and Business  
Kuningan University,  
Kuningan, Indonesia  
E-mail: deri.prayudi@uniku.ac.id*

**Apria Ade Surya<sup>4</sup>**

*Management Department  
Faculty of Economic and Business  
Kuningan University, Indonesia  
E-mail: apriaade08@gmail.com*



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### ABSTRACT

The study aims to understand and analyze how leadership, work environment, and work motivation impact work discipline. This is a descriptive quantitative study aimed at examining influence among two or more variables. The variables in this research are leadership, work environment, and work motivation as independent variables, and work discipline as dependent variable. Data were analyzed using multiple linear regression analysis, t-tests, and F-tests. The result showed that leadership, work environment, and work motivation impact of work discipline by 73.6%. Leadership yield a positive and significant impact on work discipline, the work environment yield a positive and significant impact on work discipline, and work motivation yield a positive and significant impact on work discipline. In other words, the more effective the leadership, work environment, and work motivation, the higher the work discipline. Therefore, leadership, work environment, and work motivation need to be further improved in the future as these three factors can influence and enhance work discipline.

**Keywords:** Leadership, Work Environment, Work Motivation, Work Discipline

## INTRODUCTION

Human resources play an important role both individually and collectively. As one of the resources within an organization, human resources hold an important role to successful achievement of organizational goals. Every company or organization has standards and rules that need to be followed in relation to work, whether they are written or unwritten. However, in practice, violations of these rules often occur, with discipline frequently being a major issue. Putra and Aprianti (2020) state that work discipline is an behavior of complying, respecting, valuing, or adhering to applicable rules, both unwritten or written, as well as being willing to implement them and accept any penalties if they violate the tasks and authorities assigned to them (Akhmaddhian, 2019; Akhmaddhian, 2020).

Regional Mineral Water Company (RMWC) Tirta Kamuning as a Regional-Owned Enterprise (ROE) engaged in the distribution of clean water for the general public has started 31 years ago in Kuningan Regency. RMWC Tirta Kamuning Kuningan Regency, is an organization engaged in services that provide services to the community. Currently, the success of a RMWC Tirta Kamuning Kuningan Regency is largely determined by the knowledge, skills, creativity and motivation of its employees. At RMWC Tirta Kamuning Kuningan Regency, there are still employees in the company who make mistakes in doing their duties even to the detriment of the company. This proves that some employees are still not careful in doing the tasks that have been given by the company. Company regulations are explained in outline at the beginning of employee appointment and Standard Operating Procedures (SOP) are held by each division head, unit head, branch head and post head which are socialized to all employees. completed on time, and employees are less effective in using rest hours. According to observations, employees still show a lack of discipline at work, this is shown by the fact that employees are still arriving late to work.

Table 1. tardiness of RMWC Tirta Kamuning employees in Kuningan Regency in 2022

No.	Month	Total Number of Employees	Number of Working Days	Total Attendance	Too late	Total Present Actually	Percentage of Delay
1	January	169	21	3549	561	2672	15%
2	February	168	18	3024	391	2330	12%
3	March	168	22	3696	556	2839	15%
4	April	168	20	3360	616	2460	18%
5	May	158	19	3002	437	2323	14%
6	June	158	21	3318	529	2480	15%
7	July	158	21	3318	557	2466	16%
8	August	160	22	3520	560	2596	15%
9	September	160	22	3520	539	2603	15%
10	October	160	21	3360	518	2515	15%
11	November	160	22	3520	580	2622	16%
12	December	158	22	3476	617	2519	17%
Average Delay Per Year							15%

Based on the data from the tables above, it showed that the higher grade discipline of employee in 2022 shows that on data level of employee discipline in 2022 for the period January to December 2022 also showed a relatively unstable figure. This is indicated by

the number of employees who often come late to work. The highest number occurred in April, namely 616 times late or 18% and the lowest number occurred in February, namely 391 times late or 12%, so that in 2022 the average percentage of tardiness in that year was 15%. According to Muslimah (2017), discipline problems are indicated if the average percentage of tardiness shows starting from 15%, so the RMWC Tirta Kamuning company can have problems related to discipline.

There are several management factors that can create work indiscipline, namely weak leadership, the practice of power-sharing policies destroys team spirit, unhealthy and poor working environment conditions, discrimination based on caste, color, gender, creed, language, position in the practice of selection, promotion, coordination, delegation of authority, and incorrect assignment of responsibilities, imperfect communication systems and delays in providing redress from employee complaints (Surito et al., 2020; Rahmantya & Djazuli, 2019; Siregar et al., 2022; Syafrudin et al., 2024).

Based on the work discipline factors that can affect employees, one of which is the leadership factor. Leadership is a way of how managers behave and exercise their authority in leading an organization. Leaders have a fundamental part in enforcing discipline in an company. A leader is a person with the power and influence others to take action refer to their desire and align with organizational goals. Besides that, A leader also plays a role in motivating employees' behavior to enhance group cohesion and improve workplace discipline among company staff (Fitriani & Wulandari, 2021; Hisbih et al., 2023).

Besides being shaped by leadership, work discipline is also affect by the work environment. The work environment is very crucial in influencing employees discipline. The work environment is one of key part in shaping disciplined of employees at work (Masruroh et al., 2023; Maulana et al., 2022; Yunengsih et al., 2023). The work environment is all factors present in the work environment that can impact employees, whether indirectly or directly, besides that the work environment is a group that individuals gather in a variety of contexts and adapt to changing situations and conditions that can affect the work discipline of an employee (Harjadi & Gunardi 2022; Harjadi & Nurfatimah, 2021; Iskandar 2019; Kampay 2024).

As for other factors, namely work motivation, providing motivation to employees by their superiors, providing this motivation has an influence on the attitudes and behavior of employees at work in order to reach business goals (Masruroh et al., 2023; Nursafaah et al., 2022; Oktoma et al., 2023).

This study is also supported the result based on research (Sulistyaningsih, 2021), as for similar research according to Sultoni & Rismawati (2022) "which showed that the work environment yields a positive and significant impact on work discipline". In addition, other studies related to leadership on work discipline according to Armawan & Suana (2019) that "leadership yield a significant effect on work discipline". As for similar research according to Anita et al., (2017) that "Leadership simultaneously affects employee work discipline". Research by Nugroho, Marwanto 2014) in (Sulistyaningsih, 2021), with the discovery of results that "motivation of work yields a positive and significant influence on employee work discipline".

## RESEARCH METHOD

The method applied throughout this analysis is quantitative approach. The data gathered used is a survey. Employees of PDAM Tirta Kamuning Kuningan Regency is the population in this research with total 158 person. The sampling used slovin statistical test obtained a sample of 114 people. Data gathered used questionnaire with a Likert scale.

## RESEARCH RESULTS

### Classical Assumption Test

Table 2 Results of Normality Test (One-Sample Kolmogorov-Smirnov Test)

Statistic	Value
Number of Observations (N)	114
Mean of Residuals	0
Standard Deviation of Residuals	333.634.564
Largest Absolute Difference	45
Largest Positive Difference	39
Largest Negative Difference	-45
Test Statistic	-45
Asymptotic Sig. (2-tailed)	200

Source : Output SPSS

According to the result, it can be noticed that the value of the Kolmogorov - Smirnov Test is  $0.200 > 0.05$ . Thus, it can be determined that the residual value is distributed normally.

Table 3 Multicollinearity Test Results

Model	Tolerance	VIF
Leadership	0,317	3,156
Work Environment	0,302	3,307
Work Motivation	0,302	3,316

a. Dependent variable : work discipline

Source: Output SPSS

According to the result, the regression model is free from multicollinearity or perfect relation among the independent variables with  $VIF < 10$  and  $Tolerance > 0.1$ . This showed that independent variables in the regression model are free from multicollinearity.

Table 4 Heteroscedasticity Test Results

Variabel	Koefisien (B)	Standar Error	Beta	t-hitung	Sig.
Konstanta	0,456	1,589		0,287	0,775
Leadership	-0,185	0,038	-0,02	-4,868	0,038
Work Environment	0,775	0,044	0,212	17,614	0,084
Work Motivation	-0,034	0,045	-0,08	-0,759	0,449

Dependent Variable: ABS\_RES

Source : Output SPSS

Considering table 4, it is evident there are three sig values. Each is 0.854 for the Leadership variable (X1), 0.056 for the Environment variable and 0.449 for the Work Motivation variable. The three sig values are greater than 0.05. This implies there is no heteroscedasticity problems in regression model.

## Multiple Linear Regression Test

Table 5 Multiple Linear Regression Test Results  
 Coefficients<sup>a</sup>

Model	Koefisien (B)	Standar Error	Koefisien Beta
1 (Konstanta)	4,582	2,197	
Leadership	0,320	0,091	0,301
Work Environment	0,272	0,106	0,226
Work Motivation	0,478	0,105	0,402

Source : Output SPSS

Refer to table 5, the formula for multiple linear regression is presented below:

$$Y = 4,582 + 0,320X_1 + 0,272X_2 + 0,478X_3 + e$$

Below is the explanation of the multiple linear regression formula:

The fixed value is 4.586. This fixed value implies that when the value of Leadership (X1), Work Environment (X2), and Work Motivation (X3) is zero, the work discipline variable (Y) will reach a value of 4.586. This suggests that work discipline will amount to 4.586 if variables X1, X2, and X3 are not considered.

The 0.320 coefficient for the Leadership variable (X1) implies that every one-unit rise in the leadership variable leads to this change. Then work discipline will improve by 0.320 units on the condition that other independent variables stay the same.

The Work Environment (X2) yield a coefficient of 0.272, which implies that increasing the Work Environment variable by one unit will result in this change. Then work discipline will increase by 0.272 units on the condition that other independent variables stay the same.

The coefficient value of the Work Motivation (X3) is 0.478 indicates that each work motivation variable enhance by one unit. Then work discipline will enhance such a 0.478 units on the condition that other independent variables stay the same.

### Test Coefficient of Determination (R2)

The impact of Leadership, Work Environment and Work Motivation on Work Discipline is 73.6% and other variables beyond the scope of this research account for the remaining 26.4% such a compensation, organizational culture, employee performance.

### Hypothesis Test

Table 7 Simultaneous Testing Results  
 ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3645,066	3	1215,022	106,257	,000 <sup>b</sup>
Residual	1257,826	110		11,435	
Total					
	4902,892	113			

a. Dependent Variable: Work Discipline

b. Predictors: (Constant), Work Motivation, Leadership, Work Environment

Source : Output SPSS

According to the data analysis in table 7, it is clear that the F value obtained is 106.257 and sig 0.000 Furthermore, the Fcount value is consulted with Ftable of 2.680.

In this case, a hypothesis decision applies if  $106.257 > 2.680$ , then the Sig value.  $0,000 < 0,05$ . It can be stated that the multiple correlation coefficient tested is significant ( $H_a$  is accepted). So one can concluded that Leadership, Work Environment and Work Motivation affect employee work discipline at PDAM Tirta Kamuning Kuningan Regency.  $H_1$  Accepted.

Table 8 Partial Calculation Results

	Model	t	Sig.
1	(Constant)	2,085	,039
	Leadership	3,507	,001
	Work Environment	2,576	,011
	Work Motivation	4,568	,000

a. Dependent Variable: Work Discipline

Source : Output SPSS

In light of the t test in table 8, it is noticeable that the t-count value of Leadership ( $X_1$ ) is 3.507 with a significance level of 0.001 and with the level of  $\alpha = 0.05$  is 1.658 so that the t-count  $>$  t-table ( $3.507 > 1.658$ ) and the value of Sig. (0.001)  $< 0.05$ , then  $H_0$  is rejected, so the conclusion is Leadership has a positive and significant effect on Work Discipline.  $H_2$  is accepted and  $H_0$  is rejected.

In light of t test in table 8, it is noticeable that the tcount value of Work Environment ( $X_2$ ) is 2.576 with a significance level of 0.011 and with the level  $\alpha = 0.05$  is 1.658 so that t-count  $>$  t-table ( $2.576 > 1.658$ ) and Sig value. (0.011)  $< 0.05$ , then  $H_0$  is rejected, so the conclusion is the Work Environment has a positive and significant effect on Work Discipline, and  $H_3$  is accepted.

In light of the t test in table 8, it is noticeable that the t-count value of Work Motivation ( $X_3$ ) is 4.568 with a significance level of 0.000 and with the level  $\alpha = 0.05$  is 1.658 so that the t-count  $>$  t-table ( $4.568 > 1.658$ ) and the Sig value. (0.000)  $< 0.05$ , then  $H_a$  is accepted, so can be concluded that Work Motivation yield a positive and significant impact on Work Discipline, and  $H_4$  is accepted.

## CONCLUSIONS

According to the results and discussion previously described, the following conclusions are: Leadership yield a positive and significant impact on work discipline in employees of RMWC Tirta Kamuning Kuningan Regency, implies that more effective the leadership applied in the company, the more work discipline increases. The work environment has a positive and significant effect on work discipline in employees of RMWC Tirta Kamuning Kuningan Regency. This means that the more conducive the work environment in the company, the more work discipline will increase. Work Motivation yield a positive and significant effect on work discipline in employees of RMWC Tirta Kamuning Kuningan Regency. This means that the higher the work motivation in the company, the more employee discipline will increase. Leadership, work environment, and work motivation together yield positive and significant impact on work discipline in RMWC Tirta Kamuning employees in Kuningan Regency, meaning that work discipline is impact by these three variables, namely leadership, work environment and work motivation, where the more effective the leadership in the company, the work discipline will increase, then the more conducive the work environment in a company, the work

discipline will increase and the higher the work motivation of employees in the company, the more it will improve employee discipline.

## RECOMMENDATIONS

Based on the results of “the influence of Leadership, Work Environment and Work Motivation on Employee Work Discipline of PDAM Tirta Kamuning Kuningan Regency”. Researchers propose the following suggestions: The dimension of leadership as a controller has the lowest criterion score among the leadership variables. Controller or supervision needs to be improved because it is directly related to the continuity of employee work operations in the company. So with this, the company leader should need to conduct regular reviews to ensure that the work goes according to the plans and standards set and the leader must also remain involved in the company's operational activities or the leader can use indirect monitoring methods such as performance evaluations so that work discipline will be maintained and can increase.

The dimension with the lowest criterion score on the work environment variable is the physical work environment dimension. Companies need to improve or improve the physical work environment because this relates to employee comfort when working which can affect employee discipline. So with that, the company should consider repairing or improving facilities. This may include increased security, better lighting, better ventilation, or more adequate work support facilities that will make employees more comfortable at work.

The dimension with the lowest criterion score on the work motivation variable is the dimension of the need for achievement. So employees should need to increase self-motivation related to the need for achievement such as by setting goals or targets that need to be achieved. Setting goals can trigger the urge to work harder and be more disciplined to achieve them. And the company should offer chances for employees to enhance their skills and knowledge through training and various self-development programs that can not only improve their performance at work, but can also strengthen the confidence and motivation of employees. Express appreciation for employees' achievements to increase their motivation and encourage better work discipline, aiding in the achievement of company goals. Companies can also help in increasing employee motivation by providing mentors or coworkers who can provide support, inspiration, and direction. Guidance from someone who has succeeded can help increase their motivation and discipline.

The dimension with the lowest criterion score of the work discipline variable is the dimension of the level of employee alertness. Companies need to provide clear guidance on the rules and procedures that apply in the workplace. Make sure every employee understands the consequences of violating discipline, including an understanding of the risks and dangers in the workplace. Instruct employees to follow established safety procedures. Leaders should also set a good example in terms of vigilance. Show that every employee needs to prioritize safety and vigilance in every action and decision made when working so that employees will be more disciplined when working.

Future research will use this study as a reference and comparative framework, with given the various restrictions, such as limited time, costs and energy an in-depth investigation into the effects of leadership, work environment, and work motivation on work discipline is necessary for future studies by including new variables such as job satisfaction, performance, organizational culture or other variables that can be used in research and can be adjusted to fulfill future research requirements.

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