

# THE INFLUENCE OF LEADERSHIP STYLE, WORK DISCIPLINE AND REWARDS ON ORGANIZATIONAL COMMITMENT

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Leadership Style, Work Discipline, Reward, Organizational Commitment.</p>	<p>This study aims to examine the effect of leadership style, discipline, and reward on organizational commitment. The subject of this research is one of the companies engaged in manufacturing automotive wire in the Jababeka Cikarang area. This research is quantitative research and the sampling technique used is random sampling. Respondents who sampled this study were 80 employees. Technical data analysis using SPSS Statistic 25 software, the results showed partially that the leadership style variable had a positive and significant effect on organizational commitment. Discipline variables have no effect on organizational commitment. The reward variable has no effect on organizational commitment, therefore the influence of the existing leadership style and discipline and the provision of existing rewards will be able to support organizational commitment.</p>

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## 1. INTRODUCTION

Human resources are an important factor and are an asset and one of the main drivers of the smooth running of the activities of an organization or company, even the back and forth of the company is determined by its human resources. By giving appreciation or called a reward to employees as a form of appreciation for the achievements and achievements of the work or output of employees in the company. Researchers see one of the phenomena that occurs in the company is the problem of leadership style, where leaders in the company pay less attention or direct employees in doing their work, while also sometimes leaders are considered not assertive towards employees in achieving company targets. Another phenomenon in the company is the problem of discipline in the company which will certainly create a healthy and balanced work environment because each employee carries out their roles, functions and responsibilities according to applicable rules. For this reason, a company that has high discipline will certainly be easier to achieve goals because the applicable system or rules can be carried out properly by employees.

There are two types of rewards in the company, namely financial rewards and non-financial rewards. Among the financial rewards given by the company are rewards based on good manufacturing practice assessment money vouchers, while non-financial rewards given include certificates. The provision of rewards for employees in the production department experiences ups and downs depending on the results of employee work achievements, this is caused by the employees themselves, where employees do not comply with or obey the rules set by the company, such as the rule that employees cannot come late, employees must obey superior orders, employees cannot leave the workplace before working hours end etc.

Another problem that occurs in the company is the lack of Sense of belonging of employees to the organization. According to Allen and Meyer (1996), employee involvement in an organization shows the strength of a person's desire to continue working for an organization or company, but according to information provided by the company employees are not involved in various decision-making or policies so that this causes a sense of belonging of employees to the organization is low.

## Literature Review

### Leadership Style

Leadership style according to Robbins (2008) is the ability to influence a group towards achieving a goal. The leadership indicators measured based on four leadership behaviors according to Robbins (2015) are directive / instrumental, supportive, participatory, and achievement-oriented. Indicators of leadership style according to Kartono (2013) are as follows: a. "Analytical skills The ability to analyze the situation at hand carefully, maturely, and steadily, is a prerequisite for the success of one's leadership. b.

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Communication skills In giving orders, instructions, guidelines, advice, a leader must master communication techniques. c. Courage The higher a person's position in the organization he needs to have greater courage in carrying out his duties. d. Ability to listen to the opinions of subordinates. Ability to listen It is possible to listen to the opinions of subordinates so that subordinates are not only given tasks but listen to what the opinions of their subordinates are. e. Firmness Firmness in dealing with subordinates and facing uncertainty is very important for a leader.

Supported by research conducted by Tiyas Ayu Ningrum, Laeli Budiarti, with the title of the analysis "The Effect of Leadership Style and Organizational Commitment on Employee Job Desire". Published in the journal Accounting Research, Faculty of Economics, Jendral Soedirman University Vol.4 No.1 March 2020 45-58. The analysis technique used is multiple regression analysis, with the results that there is an influence of leadership style on the desire to move employees, and there is an influence of work commitment on the desire to move.

### **Work Discipline**

According to Hasibuan (2017), work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of someone who voluntarily obeys all the rules and is aware of his duties and responsibilities. Indicators of work discipline according to Malay Hasibuan and Sinambela (2018), namely: 1. Goals and abilities Goals and abilities also affect the level of employee discipline. 2. Leadership example The leader's example plays a very important role in determining employee discipline because the leader is used as an example and role model by his subordinates. 3. Merit pay Merit pay (salary and welfare) also affects employee discipline because merit pay will provide employee satisfaction and love for the company. 4. Justice Justice also encourages the realization of employee discipline because of the ego and human nature that always feels important, and asks to be treated the same as other humans. Justice which is used as the basis for wisdom in giving rewards (recognition) or punishment, will stimulate the creation of good employee discipline. 5. Firmness The firmness of the leadership in taking action will affect the discipline of company employees. Leaders must be brave and firm in acting to punish every indisciplinary employee in accordance with the established punishment sanctions.

Supported by research by Fauzi Ridwan, Dwinta Rahma Dini, with the title The Effect of Discipline and Motivation on Organizational Commitment of Employees of PT Pertamina EP Asset 2 Prabumulih Field. Published in the 2nd Proceedings of the Business and Economics Conference In Utilizing of Modern Technology 2019. The analysis technique used is multiple linear regression. The results prove that simultaneously there is an influence of employee work discipline and employee work motivation on employee work commitment. However, partially both employee work discipline and employee work motivation have no significant effect on employee organizational commitment.

### **Reward**

In the opinion of Dicky Saputra (2017), Reward is a motivation for employees in doing their work. Quoted from Adhitomo Wirawan et al (2018) Reward is an important element to motivate employees to contribute to pouring the best innovation ideas for better business functions and improve company performance both financially and non-financially. The reward indicators according to Dicky Saputra (2017) are as follows: (1) Wages Rewards paid based on hours worked, the number of goods produced or the number of services provided. (2) Salary A form of periodic payment from a manager to his employees stated in an employment contract. (3) Incentives Special compensation given to the company outside of the main salary to help motivate or encourage the employee. (4) Benefits Such as pension funds, hospital care and vacations are not related to employee performance, but are based on seniority or attendance records. (5) Interpersonal rewards Usually called interpersonal rewards, managers have the power to distribute interpersonal rewards, such as status and recognition. (6) Promotion Make promotion awards an attempt to place the right people. Performance, if measured accurately, is often a significant consideration in the allocation of promotion awards.

Supported by research by Rayana Rayana, Zainal Ruma, Muhammad Ilham Wardhana, Haeruddin, Agung Widhi Kurniawan, Uhud Darmawan Natsir, with the title The Effect of Reward and Organizational Commitment on Employee Work Discipline at PT PLN (Persero) North Makassar Customer Service Implementation Unit (UP3). Published in the journal Vol 1 No.3 (2022): September - Journal of Management Science Publications. The data analysis technique used is using Statistical Product and Service Solution (SPSS) V.25. The results of this study indicate that partially the reward variable (X1) and organizational commitment (X2) have a positive and significant effect on work discipline and the reward variable (X1) has a greater positive and significant effect than organizational commitment (X2).

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Simultaneously, the two independent variables reward (X1) and organizational commitment (X2) have a positive and significant effect on the dependent variable, namely work discipline (Y).

### Organizational Commitment

According to Meyer and Allen in Yusuf and Syarif (2018) Organizational commitment is a psychological construct as a characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their existence as members of the organization. According to Yusuf and Syarif (2018), organizational commitment is an attitude of employee loyalty to the organization by staying in the organization, helping to achieve organizational goals, and having no desire to leave the organization for any reason. Indicators of organizational commitment include according to Meyer and Allen in Yusuf and Syarif, (2018): 1. Effective commitment (effective commitment): Employee emotional attachment, and involvement in the organization, Continuence commitment Commitment based on losses associated with employee departure from the organization. 2 Normative commitment: A feeling of obligation to stay in the organization because it has to be so; the action is the right thing to do.

Supported by research by Lilik Kustiani, Diah Widiawati, Kurnia Isnuwardiati with the title "The Role of Leadership Style, Organizational Culture and Reward on Employee Work Commitment". Published in the journal Business Management and Informatics (JBMI), Faculty of Economics and Business, Merdeka University of Malang Vol.18, No.1 1 June 2021. The results of data analysis in this study can be concluded: leadership style has a significant positive effect on employee work commitment, organizational culture has a significant positive effect on employee work commitment, reward has a significant positive effect on employee work commitment, and reward is a variable that has a dominant effect on employee work commitment.

## 2. METHOD

The type of research used in this study is a quantitative descriptive method research approach that uses a questionnaire as a data collection tool. In this study, the data needed is primary data, processed using Statistic Prodest and Service Solutions (SPSS). The subjects to be studied are employees with a population of 1000 employees and this research was conducted using a sampling technique with random sampling of 80 respondents. Primary data acquisition is done through distributing questionnaires to get an overview of leadership style, work discipline, rewards, organizational commitment to PT AY employees. The research implementation time will be carried out for approximately 6 (six) months, starting from January to June 2023 at PT AY, which is a wire automotive manufacturing company in the Jababeka Cikarang area, Bekasi Regency.

## 3. RESULT AND DISCUSSION

### Research Results

#### 1. Validity Test Results

The first validity test results show that all question items on variables X1, X2, X3 and Y show the value of r count greater than R table so that the data on all question items on the variables of leadership style, discipline, reward and employee work commitment are declared valid.

#### 2. Reliability Test Results

##### a. Results of Leadership Style Variable Reliability Test

**Table 1** Reliability Test Results of Leadership Style Variables

Variables	Cronbach's Alpha	N of Items	Remark
Style Leadership	0,860	12	Reliable

Source of SPSS data processing

In the table above, the Cornbach's Alpha value for the Leadership Style Influence variable shows a value of 0.860 or > 0.7, so with these results each question item out of 12 questions is declared reliable. From these results it can be stated that each respondent gave a consistent answer.

##### b. Reliability test results for discipline variables

**Table 2** Reliability Test Results of Discipline Variables

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Variables	Cronbach's Alpha	N of Items	Remark
Discipline	0,911	10	Reliable

Source of SPSS data processing

In the table, the Cornbach's Alpha value for the discipline variable shows a value of 0.911 or > 0.7, so with these results each question item out of 10 questions is declared reliable. From these results it can be stated that each respondent gave a consistent answer.

c. Results of Reliability Test of Reward Giving Variable

**Table 3** Reward Variable Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Remark
Reward	0,959	26	Reliable

Source of SPSS data processing

In the table, the Cornbach's Alpha value for the reward variable shows a value of 0.959 or > 0.7, so with these results, each question item out of 26 questions is declared reliable. From these results it can be stated that each respondent gave a consistent answer.

d. Organizational Commitment Variable Reliability Test Results

**Table 4** Reliability Test Results of Employee Job Commitment Variables

Variables	Cronbach's Alpha	N of Items	Remark
Organizational Commitment	0,717	6	Reliable

Source: SPSS Data Processing

In the table, the Cornbach's Alpha value for the organizational commitment variable shows a value of 0.717 or > 0.7, so with these results each question item out of 6 questions is declared reliable. From these results it can be stated that each respondent gave a consistent answer.

**Classical assumption test result**

**1. Uji Normalitas**

Table 5 One-Sample Kolmogorov-Smirnov Test One-Sample Kolmogorov-Smirnov Test  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		80
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.16153655
Most Extreme Differences	Absolute	.087
	Positive	.053
	Negative	-.087
Test Statistic		.087
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.  
 b. Calculated from data.  
 c. Lilliefors Significance Correction.  
 d. This is a lower bound of the true significance.

It can be seen from the table above the results of the Kolmogorov smirnov test on N = 80 which shows the sig value. 2-tailed of 0.200 so that it can be stated that the variables are normally distributed and the normality test is fulfilled because the requirements and normality test are met because the requirements and criteria for the normality test if:

1. If the Asymp sig value < 0.05 then the data tested is not normally distributed.
2. If the Asym sig value > 0.05 then the data tested is normally distributed.

**2. Multicollinearity Test**

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**Table 6** Multicollinearity Test Results Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	7.835	2.633		2.976	.004		
Style Leadership	.216	.091	.395	2.365	.021	.355	2.815
Work Discipline	-.013	.097	-.021	-.129	.898	.381	2.624
Reward	.032	.036	.147	.893	.375	.367	2.728

a. Dependent Variable: Organizational Commitment  
 Source of SPSS Data processing

From the results of the table above, it can be seen that the results of the analysis calculation show that the VIF value of each independent variable is smaller than 10, and the tolerance value is greater than 0.10 so it can be concluded that the regression model does not contain multicollinearity symptoms.

### 3. Heteroscedasticity Test

Based on the Scatterplot graph, it shows that there is a clear pattern and points that spread above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity in the regression model.

### 4. Multiple Linear Regression Test

### 5. Test t (Partial)

**Table 7** T Test Results

Variable	t count	t table	Significance Level	
Leadership Style	2,365	1,970	,021	0,05
Discipline	-,129	1,970	,898	0,05
Reward	,893	1,970	,375	0,05

Source: Primary Data Processing

### 6. Test Coefficient of Determination (R<sup>2</sup>)

**Table 8** Determination Coefficient Test Results

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,498 <sup>a</sup>	,548	,519	3,22333	2,174

a. Predictors: (Constant), reward, discipline, leadership\_style  
 b. Dependent Variable: organizational\_commitment  
 Source of Data SPSS Processing

Based on the table above, it can be explained that Square has a value of 0.548, which means that the variables of leadership style, discipline and reward have an influence of 54.8% on the organizational commitment variable, while the remaining 46.2% is influenced by other factors outside this study.

### Discussion

#### 1. First Hypothesis

Based on the hypothesis testing that has been carried out on the leadership style variable on organizational commitment, it has a significant effect with a value of 0.021 < 0.05 Ha is accepted and Ho is rejected, and is also reinforced by the value of t count 2.365 > t table 1.970. This proves that there is a significant influence between the leadership style variable on organizational commitment.

#### 2. Second Hypothesis

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3. Based on the hypothesis testing that has been carried out on the work discipline variable on organizational commitment, it has a significant effect with a value of  $0.898 < 0.05$   $H_0$  is accepted and  $H_a$  is rejected, and is also reinforced by the value of  $t_{count} 0.129 > t_{table} 1.970$ . This proves that there is no significant influence between the work discipline variable on organizational commitment.
4. Third hypothesis  
Based on the hypothesis testing that has been carried out on the reward variable on organizational commitment, it has a significant effect with a value of  $0.375 < 0.05$   $H_0$  is accepted and  $H_a$  is rejected, and is also reinforced by the  $t$  value of  $0.893 > t_{table} 1.970$ . This proves that there is no significant influence between the reward variable on organizational commitment.

#### 4. CONCLUSION

Based on the results of research on the effect of leadership style, discipline and rewards on organizational commitment as well as the descriptions and explanations that have been stated above, the following conclusions can be drawn: 1. The test results empirically prove that leadership style has a positive and significant effect on organizational commitment. 2. The test results empirically prove that discipline has no significant effect on organizational commitment. 3. The results of empirical testing prove that rewards have no significant effect on organizational commitment.

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