

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Influence of Organizational Culture and Leadership Behavior of Teacher Discipline at High School, North of Lombok

Budi Wicaksono

Student, Faculty of Management and Business Economics, Mataram University, Indonesia

Surati

Lecturer, Faculty of Management and Business Economics, Mataram University, Indonesia

Mukmin Suyatni

Lecturer, Faculty of Management and Business Economics, Mataram University, Indonesia

Abstract:

This research aims at determining the effect of Organizational Culture, the headmaster Behavior, on the Work Discipline of teachers either simultan or partially. This research is an associative-causality study with primary and secondary data. The samples were 69 respondents selected through random sampling from 223 teachers of the senior high school in North Lombok. The data analyzed with SPSS program. The research revealed that the headmaster leadership behavior and organizational culture had the positive and significant effect both simultan or partly on the teachers' work discipline of senior high school in North Lombok. The headmaster leadership behavior has the most dominant effect upon the teachers' Work Discipline at senior high school in North Lombok.

Keywords: *Organizational Culture, headmaster leadership behavior, and discipline*

1. Introduction

Every organization of the development era and competition requires high-quality human resources supported by high disciplinary behavior. Discipline is particular situations where people belong to the organization are subject to the rules of pleasure. While the work of all human activities carried out to achieve the goals set. According to Prijodarminto (2009: 15) who states that "Discipline is a condition created and formed into a series of behaviors that show the value of obedience, order, and order".

There are many variables that may affect work discipline, one of which is the organizational culture factor. According to Robbins and Judge (2003: 305) "Organizational culture is a shared system of meaning shared by members that distinguish organizations from other organizations". This shared system of meanings, when examined more closely, is a set of key characteristics assessed by an organization. Organizational culture deals with how employees view the characteristics of organizational culture, not by whether employees like culture or not. Organizational culture is what employees feel and how it creates patterns of beliefs, values, and expectations

In addition to organizational culture factors, other factors that may affect the discipline of work are leadership behaviors. Leadership can be defined as the ability to influence a group to achieve a defined vision or set of goals (Robbins and Judge, 2008: 49). According to Hasibuan (2003: 170) "Leadership is the way a leader affects the behavior of subordinate's desire to work together and work effectively and efficiently to achieve organizational goals." Leader's Behavior can be seen from the leadership roles that must be executed in the social situation or a group or organization in which the leadership function must be manifested in the interaction between individuals.

Based on the findings of previous research conducted by Agung and Sudharma (2013), work discipline can be influenced by leadership style, organizational culture and work environment meaning leadership style, organizational culture, and work environment have a significant influence on employee work discipline. While research conducted by Esther and Suana (2012) employee discipline can be influenced by leadership style, organizational culture, and communication. Where the influence is formed either partially or simultaneously with organizational culture has the greatest effect on employee work discipline. While research conducted by Pranata (2011) shows that there is a significant positive influence partially and simultaneously from the leadership style transformational and organizational culture toward employee work discipline. Where the style of transformational leadership has the most dominant influence on employee work discipline.

The phenomena occur to SMAN of North Lombok particularly, the teachers work discipline needs to improve. This fact shows that teacher discipline is still low. This is indicated from the teachers' attendant list (absence). The following table of teacher absence data onto the last semester.

No	Average		Month Types				
	July	Aug	Sept	Oct	Nov	Dec	Average
1	Effective Working Days: 18 22 12 26 26 4						
2	Number of absence teachers: 4.6% 5.21% 4.1% 7.89% 7.92% 5.57% 5.88%						

Table 1: Percentage of Teacher Absenteeism
Source: Dikpora Curriculum Kab. North Lombok 2015

Table 1 shows that the absence rate of teacher for each month is under 10%, it seems that is not a serious problem. However, in the current educational system, it can bring bad influence, if the students become neglected because the teacher absents gradually increases, particular, in certain behavior, i.e. lazy or fewer responsibility teachers, sometimes not present in the class. This will directly impact on the quality of learning process, eventually; the students do not optimally get the knowledge. In relations, the leadership role of the principal is very important and necessary. The principal has to take firm decisions against the violations or cases, therefore the components in the school provide optimal service to the students and become more disciplined. To sum up, this study aims to determine the significant influence of simultaneous and partial Organizational Culture and Behavior Leadership Principal Against Teacher Work Discipline at State Senior High School in North Lombok.

2. Research Methods

This study used a causal associative research. The population involved in this study was 223 Teachers from the High School in North of Lombok. The sample as respondents taken from the population in this study is determined by solving formula, then the validity and reliability of sample tested. The result of validity test instrument by using correlation technique of Product Moment Pearson shows that all items of research variable used valid with r value with more than 0.3. While the results of instrument reliability test show that all items on the research variables used reliably because of Cronbach's Alpha value 0.6.

Data analysis use in this study is multiple linear regression, then processed it by using SPSS program to test the effect of $Y = a + b_1X_1 + b_2X_2 + e$. Where $Y =$ Work Discipline, $X_1 =$ Organizational Culture, $X_2 =$ Principal Leadership, $b_1 =$ Regression coefficient for X_1 and $b_2 =$ Regression coefficient for X_2 .

2.1. Identify Variables

The identification of variables in this study consists of independent variables; Organizational Culture and Leadership. While the dependent variable in this study is Teacher Work Discipline.

3. Results

3.1. Description of Research Variables

Based on the respondents' responses on the variables found that the responses of respondents to organizational culture (X_1) and leadership (X_2) as a whole are in good enough category. As for the variables of teacher work discipline (Y) based on responses of respondents as a whole adapt to high category.

3.2. Results of Multiple Linear Regression Analysis

This study used multiple regression analysis to determine the influence of Organizational Culture and Leadership Behavior on the Teacher Working Discipline in High School, North of Lombok Regency. To see how the regression functions, it is formulated from the calculation results with SPSS 18.0 then can be seen in table 5 below.

Table 2 Shows the formulation function of linear regression is seen as follows: $Y = 0,775 + 0,314X_1 + 0,536X_2$. The linear function identified by a constant value of 0.775 it means that if each independent variable, i.e. Organizational Culture and Leadership Behavior has a value of 0, then the Teachers Work Discipline at Senior High School, North of Lombok is a positive value of 0.775.

Model Unstandardized Coefficients	
	B Std. Error
1. (Constant)	0,775 0,237
Organizational Culture	0.314 0.141
2. Leadership Behavior	0.536 0.169
Dependent Variable: Teacher Work Discipline	

Table 2: Significance of Individual Parameters

3.3. Partial Significance Test Analysis (t-test)

To see how the partial influence between Organizational Culture and Leadership Behavior on Teacher Work Discipline in High School State at North Lombok Regency used t-test. From table 3., it can be seen that the value of t arithmetic positive for Organizational Culture variable of 2.226 and t arithmetic positive for the variable Leadership Behavior of 3.177.

Coefficients		
Model	Unstandardized Coefficients	Standardized Coefficients t Sig.
B Std. Error Beta		
1 (Constant)	.775, 237	3,274,002
Organizational culture	.314, 141	.350 2,226 .029
Leadership behavior	.536, 169	.500 3.177 .002

Table 3: Result of t test for independent variable to dependent variable

3.3.1. Dependent Variable: Discipline of Teacher Work

Using 95% confidence level where $\alpha = 5\%$, df (degree freedom) $n-k = 69-3 = 66$, thus, it obtained results for t table of 1.996. So, t count Organization Culture $>$ t table $2,226 > 1,996$ and t count Behavior Leadership $>$ t table $(3,177 > 1,996)$ hence can be concluded that there is partially significant influence from Organizational Culture and Leadership Behavior to Teacher Work Discipline at High School State in North Lombok Regency. So, the second hypothesis is acceptable.

3.4. Partial Determination Coefficient Analysis

This study used Partial determination coefficient to determine the most dominant variable affect the dependent variable. The coefficient of determination is seen in the following table. Table 4. shows the partial correlation for Organizational Culture is 0.264 and Leadership Behavior is 0.364. This shows that Leadership Behavior has a more dominant influence on the High School Teacher Training Discipline in North Lombok Regency. So, the third hypothesis can be accepted.

Correlations Model		
Zero-order Partial Part		
Organizational Culture	0.799	0.264 0.153
Leadership Behavior	0.814	0.364 0.219

Table 4: Partial Correlation Test Results

3.5. Dependent Variable: Teacher Work Discipline

3.5.1. Simultaneous Determination Test (R²)

The simultaneous determination analysis (R²) in multiple regression analysis is used to know the percentage of contribution of independent variables (X1 and X2) simultaneously to the dependent variable (Y). This coefficient shows how much percentage of variation of independent variable used in the model is able to explain the variation of a dependent variable. While the rest is explained by other causes outside the model. Adapun the results of simultaneous determination test (R²) can be seen in table 5sebagai following:

Model Summary		
Model	R Square	Adjusted R Square Std. Error of the Estimate
1	.829a	.687 .677 .36821

Table 5: Hasil Uji Determinasi Simultan

Table 5. described the size of R Square (R²) is 0.687, this means that 68.7% variation on Teacher Work Discipline was explained by the variation on the two independent variables of Organizational Culture and Leadership Behavior. The others explained by other variables from outside the model that are not included in this research model.

3.5.2. Simultaneous Significance Test Analysis (Test F)

To see how the significant effect simultaneously from the Organizational Culture and Leadership Behavior to the Teacher Working Discipline at the State Senior High School in North Lombok Regency used F test. The following in Table 6. The result of F test calculation with SPSS 18.0.

ANOVA Model of Sum of Squares DF Mean Square F Sig. 1 Regression 19,605 2 9,802 72,302.000 Residual 8,948, 66, 136 Total 28,553 68 a. Predictors: (Constant), leadership behaviors, organizational culture b. Dependent Variable, discipline of teacher work
--

Table 6. Free F Variables Test results against dependent variables

Table 6. Shows obtained the value of F arithmetic in 72.302. Then, using the 95% confidence level, $\alpha = 5\%$, df_1 (number of variables-1) = $3-1 = 2$, and df_2 ($n-k$) = $69-3 = 66$, so the result of F table is 3.136. Thus, because $F_{count} > F_{table}$ ($72,302 > 3,136$) it concluded that there is a significant influence simultaneously from Organizational Culture and Leadership Behavior to Teacher Work Discipline in High School State in North Lombok Regency. So, the first hypothesis can be accepted.

4. Discussion of Results

The results showed that the Organizational Culture was the significant effect on the Work Discipline of Senior High School Teachers of North Lombok. It is naturally elusive, intangible, implicit and ordinary. However, whole organizations develop a set of core modalities, understandings, and implicit rules that govern daily behavior in the workplace. The role of culture in influencing employee behavior is increasingly important for the organization. The results of this study support research conducted by Agung and Sudharma (2013), Esther and Suana (2012) research results show that organizational culture has the most dominant influence on employee discipline. But in this study leadership has the most dominant influence. The results of this study also support the research of Palanca (2011) where there is a significant positive influence partially and simultaneously from organizational culture to employee work discipline.

The results of the study showed that leadership behaviors were affected on the Work Discipline of High School Teachers in North Lombok Regency. Leadership is an activity in the lead while the leader is the ability person to influence others so that others follow what he wants. Therefore, leaders should have to organize and influence others to meet common goals. The results of this study support the research conducted by Agung and Sudharma (2013), there is a positive and significant influence of leadership on discipline. Similarly, the research of Esther and Suana (2012). While research conducted by Pranata (2011) supports the findings in this research where there is a significant.

5. Conclusions and Suggestions

5.5. Conclusion

From the results of the research and the discussion, this study concludes that:

- There is a significant influence simultaneously from the Organizational Culture and Leadership Behavior on Teacher Work Discipline at State Senior High School in North Lombok District.
- There is partly significant influence of Organizational Culture and Leadership Behavior on Teacher Work Discipline at State Senior High School in North Lombok
- Leadership Behavior influences on Teacher Working Discipline at State Senior High School in North Lombok District.

5.6. Suggestion

As for some suggestions recommended based on research results are as follows:

- Organizational Culture in High School State in North Lombok Regency needs to improve so that it can reach very good criteria so that Teacher Work Discipline becomes higher again in the future.
- Principal leadership behavior that is still not very good, attempted by the Headmaster of the State Senior High School in North Lombok Regency to keep on improving its leadership through giving the opportunity to make decisions so that they become more feel an important part in the organization.
- The researchers who interested in the topic of Teacher Work Discipline should pay attention to aspects of the research subject by increasing the number of respondents so that greater than current research so that the results of research become more varied from the current study.

5.7. Limitations of Research and Future Research Direction

This study focuses on the organizational culture variables, leadership behavior, and teacher Work Discipline of Senior High School in North Lombok Regency. Sehgaga expected for future research to check this research by adding other variables beyond this study such as communication and work environment variables. Besides, it is expected in later research to examine different research objects, different samples and different analytical tools to get more diverse research results so that comparable theoretical and practical implications. Not positive influence partially and simultaneously from the leadership style and is the variable that has the most dominant influence.

6. References

- Dinas Pendidikan, Pemuda dan Olahraga Kabupaten Lombok Utara, (2015), "*Laporan Tahunan Sekolah Menengah Atas Negeri Negeri Tahun Ajaran 2014 2015*".

- ii. Mathis, R. L., dan Jackson, H. J., (2006), "*Manajemen Sumber Daya Manusia*", Edisi 10, Alih Bahasa, Jakarta : Salemba Empat.
- iii. Prijodarmanto, S., (2009), "*Disiplin Kiat Menuju Sukses*", Jakarta : PT. Pradnya Paramita.
- iv. Priyanto, D., (2008), "*Mandiri Belajar SPSS (Statistical Product and Service Solution) untuk Analisis Data & Uji Statistik Bagi Mahasiswa dan Umum*", Yogyakarta : Mediakom.
- v. Rivai, V., (2004), "*Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*", Jakarta : PT Raja Grafindo Persada.
- vi. Rivai, V., & Sagala, E.J. (2009), "*Manajemen Sumber Daya Manusia untuk Organisasi dari Teori ke Praktik*", Jakarta: Rajawali Pers.
- vii. Robbins, S., dan Judge, T. A., (2008), "*Perilaku Organisasi, Organizational Behaviour*", Buku Terjemahan, Jakarta : Gramedia.
- viii. Sastrohadiwiryono, S., (2002)., "*Manajemen Tenaga Kerja Indonesia Pendekatan Administratif Dan Operasional*", Jakarta : Bumi Aksara.
- ix. Wibowo, (2010), "*Manajemen Kinerja*", Edisi Ketiga, Jakarta : PT. Raja Grafindo Persada.