
Organizational Impact On Work Discipline Apac Inti Corpora

Nugroho Adi Wicaksono*¹, Nanda Adhi Purusa², Kusni Ingsih³, Mila Sartika⁴

^{1,4} Faculty of Economics and Business, Universitas Dian Nuswantoro, Indonesia

*Corresponding Author: 211202107130@mhs.dinus.ac.id

Abstract. This study aims to examine the impact of the work environment, organizational culture, and leadership style on employee work discipline at Apac Inti Corpora. A quantitative approach was used, with a questionnaire distributed to 279 employees selected as the sample, calculated using the Slovin formula with a 5% margin of error, from a population of 2,514 employees. The sampling technique applied was random sampling to ensure that the selection process was random and representative of the entire population. The collected data was analyzed using SPSS 25 software to examine the relationship between the three independent variables and one dependent variable. The leadership style variable specifically assesses staff perspectives on their supervisor's leadership style. The results of the study show that the work environment does not have a significant positive impact on work discipline. However, organizational culture and leadership style were found to have a significant positive effect on employee work discipline. Specifically, these findings indicate that a conducive work environment, supportive organizational culture, and effective leadership style can enhance employees' work discipline in performing their roles and responsibilities.

Keywords: Organizational Culture, Leadership Style, Work Environment, Work Discipline

1. INTRODUCTION

The textile industry is one of the leading commodities in Indonesia, this industry has a big role in absorbing labor, meeting clothing needs, and helping economic growth in terms of contributing to the country's foreign exchange (Riyardi et al., 2015). According to a report by the Kementrian Perindustrian (2021), the textile industry plays a crucial role in the export activities of the textile, textile products (TPT) sector, with an average growth contribution of 3%, and contributed USD 2.26 billion in foreign exchange in 2020, reflecting its contribution to economic stability through exports and production activities. Additionally, based on a report delivered by the Head of the Information and Public Communication Division of the Fiscal Policy Agency, Ministry of Finance of the Republic of Indonesia, Larasati (2024), the textile industry has positively contributed to economic growth, including supporting the labor market over the past three years, with the number of workers increasing to 11.1 million, while the unemployment rate decreased from 6.26% in 2021 to 4.82% in 2024. Indonesia is positioned as a country with an integrated industry, where the entire production chain, from upstream to downstream, is in place to produce final products such as fibers, yarns, fabrics, and garments (Pradana, 2020).

The textile industry faces various challenges, both from external factors and domestic constraints. This industry is expected to expand its export market access to enhance competitiveness as an effort to increase the role of the textile industry in the global market (Kementrian Perindustrian, 2021). The enhancement of the textile industry's competitiveness

in Indonesia is seen as based on an understanding of its role as one of the top ten main industries and a leading sector (Satya et al., 2017). Despite being a key commodity, there are still many factors that hinder the growth and international competitiveness of this industry. One of the main factors is the suboptimal management of the workforce (Pradana, 2020). The challenges in human resource (HR) management and the phenomenon of industrial competition in Indonesia reflect the complexities faced by this sector.

Human resources are a key variable influencing company productivity. Competitive advantages in human resources will provide significant benefits to an organization, as people are the primary resource in driving production activities to generate goods and services (Fitria, 2023). This means that an organization's ability to produce goods and services increases as the quality of its human resources improves (Atilah et al., 2023).

One of the largest textile companies in Indonesia, Apac Inti Corpora, is not exempt from significant challenges in managing human resources. As a labor-intensive industry, the company relies heavily on a large workforce to maintain its operational activities. However, changes in global dynamics and market competition have created increasing pressure regarding the quality, quantity, and overall management of human resources. These pressures present challenges for the company in running its business operations. One of the challenges faced by Apac Inti Corpora is issues related to work discipline, which directly impacts production output. Inconsistent disciplinary actions, including warnings, are directly related to employees' perceptions of unfairness within the organization, which can lead to indifference and non-compliance with organizational rules (Long & Shields, 2005).

Table 1 Employee Warning Letter Issuance Data at Apac Inti Corpora.

Periods	Quantity	Percentage
Q1 2023	56	2,33%
Q2 2023	36	1,43%
Q3 2023	52	2,07%
Q4 2023	50	1,99%
Q1 2024	26	1,03%
Q2 2024	18	0,72%
Q3 2024	40	1,59%

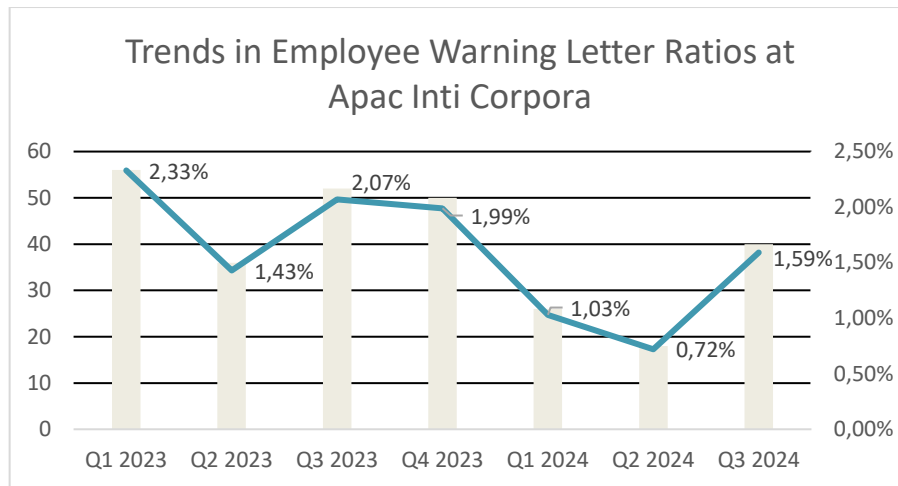


Figure 1. Trends in Employee Warning Letter at Apac Inti Corpora

Based on the data for employee warning letters, there has been a noticeable fluctuation in workplace discipline levels from Q1 2023 to Q3 2024. The quarterly data reflects significant variation, with the highest percentage observed in Q1 2023 (2.33%) and Q3 2023 (2.07%). However, a substantial decline is recorded in Q2 2024 (0.72%) and Q1 2024 (1.03%). These fluctuations may indicate changes in supervisory policies or the company's efforts to enhance employee awareness regarding discipline. Despite the decrease in warning letters, the trend still reveals ongoing challenges in maintaining consistent discipline, which warrants continuous evaluation. As Agus (2020) suggests, warning letters can serve as a corrective tool, encouraging employees to improve their performance and adhere to established discipline standards.

The attainment of corporate goals is facilitated by a qualified work discipline. There, it is crucial for organizations to maintain and enhance the quality of human resources by fostering personal values aligned with work discipline. An increase in employee discipline is integral to optimizing business processes, while a decline in discipline can hinder organizational goals (Atilah et al., 2023). This aligns with Febriyanti (2023), who asserts that achieving organizational objectives is deeply influenced by human resource potential, making employee discipline supervision a critical aspect of organizational success.

Several factors influence employee discipline, including the work environment, organizational culture, and leadership style Nafa (2023). According to Mangkunegara (2012), the work environment, organizational culture, and leadership style are interrelated factors in fostering good work discipline. A comfortable work environment, paired with effective leadership that provides guidance and motivation, along with a culture emphasizing discipline,

collectively enhances employee compliance look like Handoko (2011) further highlights that a positive work environment, effective leadership, and strong organizational culture significantly contribute to maintaining employee discipline, as these factors work synergistically to create a supportive and motivating atmosphere that drives adherence to organizational rules and responsibilities.

The results of observations at Apac Inti Corpora also show that the work environment such as the workspace does not use air conditioning, the presence of wild animals in and out of the room, and several devices or machines are disturbed which will later be an obstacle for employees to complete their work on time. Faktor lingkungan kerja memiliki pengaruh pada tingkat disiplin kerja pegawai di dalam organisasi. The location where employees work that is related to the surrounding atmosphere or conditions is referred to as the work environment (Hustia, 2020). Optimal work discipline can be achieved by observing the work environment such as setting the state or conditions of the workplace so as not to hinder work and increase productivity that can reduce production costs every year will be obtained (Iqbal & Husniati, 2023).

In addition, this company has an organizational culture that has been instilled since the establishment of the company, the culture is Panca Darma, which is the organizational culture of Apac Inti Corpora which includes five main points, namely: 1) High creativity, 2) Ready and responsive to change, 3) Prioritizing cooperation, 3) Dedication and high work performance, 5) Respecting customers (PT Asia Pacific Investama, 2023). Organizational culture, this factor is the provision of members' identities to be in harmony with values and principles. The realization of work discipline behavior in a company will occur when employees can interpret and understand values and principles properly and correctly (Armawan & Suana, 2019a). Organizational culture will have an influence on work discipline, because employee behavior and deeds can move in a better direction and become stronger, therefore organizational culture will help achieve the goals the company wants (Iqbal & Husniati, 2023).

Furthermore, based on the author's observations, the leaders of each division at APAC Inti Corpora have an egalitarian leadership type that considers that leaders could position themselves as subordinates. Egalitaria is a leadership style in which a person considers himself not as an elite, but as a person (Daniel et al., 2023). Egalitarian is defined as the ability of a leader to be placed as part of much of the people. This leadership style is preferred by subordinates because the distance between the leader and subordinates is not created (Natasya, 2022). It also influences maintaining the level of employee discipline. In addition, leadership style is one of the influences that affect employee work discipline, a leader is tasked with

supervising employees during the process of carrying out jobdesc to various factors in each employee that cause the employee to be diligent in working and have great discipline at work (Rizal & Radiman, 2019). When employees can be influenced, directed, motivated, and controlled by a leader, this will encourage them to work more effectively and efficiently when completing roles, so that their work discipline can be improved (Iqbal & Husniati, 2023).

In previous research by Iqbal & Husniati (2023), The work environment has a significant positive effect on work discipline. Here's research from Kholifah et al. (2023) stated that organizational culture has a significant positive effect on employee work discipline. In addition, Akbar & Jaenab (2023) it also revealed that leadership style has a significant positive effect on work discipline.

Then, research from Wahyuningrum & Sudarso (2020) The non-physical work environment does not have a significant positive effect on employee work discipline. Research from Hidayah et al. (2020) indicates that organizational culture has no effect on employee work discipline. Furthermore, in the research Rizal & Radiman (2019) Leadership style has no positive influence on employee work discipline.

Based on the discussion of the phenomenon data and gaps in the findings of the previous research, this study will examine the impact of the work environment, organizational culture, and leadership style on the work discipline of Apac Inti Corpora employees. In line with the statement Iqbal & Husniati (2023), All aspects that affect work discipline are important to achieve the vision of a company, the conducive work environment can increase work discipline, the accuracy of the company culture can make good employee behavior and the suitability of leadership style can increase employee moral.

2. LITERATURE REVIEW

Work Discipline

Pratama et al. (2021) revealed that work discipline is defined as behavior and attitudes shown through obedience, obedience, loyalty, order, and compliance with existing organizational regulations and social norms. The implementation of rules for employees to maintain the behavior and morals that exist in every human being in carrying out the tasks that have been given is called work discipline (Kholifah et al., 2023). According to Hamali (2016), Work discipline includes the suitability of a person's attitude to good written or unimplied work rules and procedures. The following are the indicators of work discipline from Aryani et al. (2021) are: 1) punctuality; 2) Procedural compliance; 3) compliance with the leadership; 4) compliance with office rules; 5) High responsibility

Work Environment

The work environment is considered as all the things around the employee that direct the way some tasks given are carried out and completed in a certain area (Cahya et al., 2021). According to Putri et al. (2019) Reveals generally the types of work environments are classified into two: physical and *non-physical*. The work environment is divided into physical and non-physical work environments. All aspects around the workplace that can have an impact on employee performance, either directly or indirectly, are categorized as a physical work environment. Meanwhile, all situations related to interpersonal relationships, both between superiors, fellow colleagues, and subordinates, are categorized as non-physical work environments (Putri et al., 2019). Indicators of the work environment, including: 1) Lighting in the workplace; 2) Noise noise; 3) Air temperature; 4) Use of colors; 5) Space for activities; 6) Work safety as well; 7) Relationship with work partners (Rijanti & Setyaji, 2022).

Organizational Culture

According to Martha and Wijayanti (2018) in the Akbar & Jaenab (2023) An organization is a group of people with a harmonious purpose, which is structured and rational. According to Robbins & Judge (2013) Organizational culture is a collection of values, principles, traditions, and working methods that are shared by the members of the organization and influence their behavior. Key characteristics, such as risk-taking innovation, detailed, results-oriented, individual, and group, intense competition and stability are referred to as organizational culture (Robbins & Judge, 2015). In this study, the indicators of organizational culture according to Oktavia & Fernos (2023) are: 1) Innovation and daring to take on challenges; 2) Detail-oriented; 3) Results-oriented; 4) People-oriented; 5) Team-oriented.

Leadership Style

According to Atilah et al. (2023) The ability to guide, influence, encourage, and set an example for others by utilizing power is considered a leadership style. According to Kholifah et al. (2023) The ability to guide, influence, encourage, and set an example for others by utilizing power is considered a leadership style. According to (Atilah et al., 2023). The following leadership style indicators include: 1) Decision-making ability; 2) Motivational skills; 3) Communication skills; 4) Expertise in controlling subordinates; 5) Emotion managing skills (Iwah et al., 2023).

Hypothesis

The influence of the work environment on employee work discipline

A good work environment, such as a comfortable workspace, adequate facilities, and harmonious interpersonal relationships, is believed to improve employee work discipline,

including punctuality, attendance, and quality of work produced, this is in line with previous research from Yulianti et al. (2023) which found that the work environment had a significant positive effect on employee work discipline in manufacturing companies. Other research conducted Muzdalifa & Jaenab (2022) and Oktavia & Fernos (2023) It also revealed that good relationships between superiors and subordinates and supportive facilities contribute to the improvement of work discipline, especially in companies that require punctuality such as industrial companies. Therefore, the hypothesis of this study states that:

H1: The work environment has a significant positive influence on work discipline

The influence of organizational culture on employee work discipline

Organizational culture has a very important role in shaping employee behavior, especially in improving work discipline. A good culture can create a conducive work environment for employees to carry out their duties and responsibilities effectively. As in previous research conducted by Armawan & Suana (2019b) which found that an organizational culture that supports open communication and rewards employee performance has a significant positive effect on work discipline in manufacturing companies. In addition, research by Hutomo (2023) and Oktavia & Fernos (2023) It also shows that values in organizational culture, can improve work discipline in manufacturing companies. Based on these findings, the hypotheses proposed in this study are:

H2: Organizational culture has a significant positive influence on work discipline

The influence of leadership style on employee work discipline

Leadership style has a significant role in shaping the work discipline of a company's employees. This research is focused on employee assessment of the leadership style of their supervisors through several aspects such as decision-making skills, motivational skills, communication, control, and regulation of employee emotions. A leadership style that encourages employee involvement in decision-making and gives them autonomy at work, can increase employees' sense of responsibility and discipline. In previous research conducted by Dwiyanti et al. (2024), Leadership by creating an inclusive work environment and empowering employees positively relates to improving work discipline. Similar findings were found in research by Armawan & Suana (2019b), which shows that leadership style can improve the level of employee work discipline. Based on these findings, the hypotheses in this study are:

H3: Leadership Style has a significant positive influence on work discipline

The following is the framework of thought used in this study:

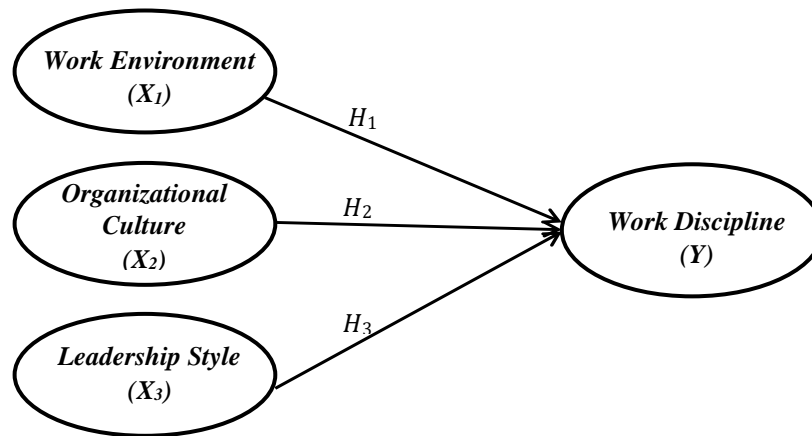


Figure 2 Research Thinking Framework

3. METHOD

Population and Sample

Population refers to the area that can be generalized, of an object or subject with the number as well as specific characteristics applied to be analyzed and inferred by the author (Sugiyono, 2018). The population in this research is employees of Apac Inti Corpora Bawen Semarang Regency which totals 2,514 employees.

A sample is the part of a population unit that is taken for analysis (Kuncoro, 2013). In this research, the population was simplified by the Slovin formula with an *error rate of 5%* according to Sugiyono (2018), The Slovin formula is used in research as a step to determine the number of samples when the population is known.

$$n = \frac{N}{1+Ne^2}$$

$$n = \frac{2514}{1+2514 \times (0,05)^2}$$

$$n = 345$$

According to calculations, the sample obtained amounted to 345 employees. However, due to time and resource limitations, the number of samples taken in this study was 279 respondents. The selection of this number is considered quite representative and is still within the margin of *error* received. The sample was selected using *a simple random sampling* method, where each member of the population has an equal opportunity to be selected without considering certain characteristics or variables (Kuncoro, 2013).

Types and Data Sources

Quantitative data is the type of data used in this study, so data collection will use the questionnaire method. According to Kuncoro (2013), Quantitative data is a type of data that is

numerical or can be assessed and calculated numerically. The questionnaire was distributed to employees of Apac Inti Corpora as quantitative data.

Research data sources are divided into two: primary data sources and secondary data sources (Sugiyono, 2018).

1. Primary Data

Follow Sugiyono (2018), Primary sources are data that is directly provided with information by data collectors. Primary data was obtained through observation in the field.

2. Secondary Data

Secondary sources are those that do not directly provide data to the data collector (Sugiyono, 2018). In this case, through *the Development Data on the Provision of Employee Warning Letters of Apac Inti Corpora* provided by the HR Personnel of Apac Inti Corpora

Data Collection Techniques

Data is collected through the distribution of questionnaires, which is a data collection process by giving a series of written questions to respondents (Sugiyono, 2018). The answers given by the respondents to the questionnaire data that have been given to the respondents will later be determined by the Likert scale. According to Sugiyono (2018). The tool used to assess individual opinions, answers, and attitudes on certain social phenomena is called the Likert scale.

Analysis Methods

Data analysis techniques with a series of tests on multiple linear regression analysis: validity and reliability tests; classical assumption test; and hypothesis testing. Data analysis method with the help of the SPSS 25.

4. RESULTS

Descriptive Analysis

The following are the results of the descriptive analytical test output.

Table 2 Respondent Characteristics

No.	Criteria	Total	Percentage
Gender			
1	Male	125	44,8%
2	Female	154	55,2%
Age			
1	<20 Years	4	1,43%
2	21-24 Years	62	22,22%
3	25-29 Years	49	17,56%
4	30-34 Years	35	12,54%
5	35-39 Years	47	16,85%
6	>39 Years	82	29,39%

Education Level			
1	High School	230	82,44%
2	Associate Degree	19	6,81%
3	Bachelor's Degree	30	10,75%
Position			
1	Staff	279	100%
Length of Service (Years)			
1	1-5 Years	81	29,03%
2	5-10 Years	44	15,77%
3	>10 Years	154	55,20%
Total		279	100%

From the table, respondents were divided almost equally between men and women. The most respondents were over 39 years old, indicating a longer working period. The highest level of education is high school, which reflects that the most respondents have a secondary education background. Then the most occupied position is staff, illustrating that all respondents work at an operational level, not managerial. In addition, most respondents have worked more than 10 years, which indicates that the questionnaire data is filled out by individuals experienced.

Validity Test and Reliability Test

Validity Test

The test was conducted by comparing the calculated correlation coefficient (r calculated) between all statements/items with the total score of the variable, with the specified critical correlation value (r table) with a significance of $\alpha = 0.05$. If r counts $>$ r table then the item is valid. If, if r counts $<$ r table then the item is invalid.

Table 3. Validity Test Results

Item	Correlation Coefficient	R-Table	Information
Work Environment (X1)			
X1.1	0,497	0,113	Valid
X1.2	0,483		Valid
X1.3	0,666		Valid
X1.4	0,546		Valid
X1.5	0,530		Valid
X1.6	0,551		Valid
X1.7	0,445		Valid
Organizational Culture (X2)			
X2.1	0,634	0,113	Valid
X2.2	0,642		Valid
X2.3	0,559		Valid
X2.4	0,647		Valid

X2.5	0,543		Valid
Leadership Style (X3)			
X3.1	0,652	0,113	Valid
X3.2	0,587		Valid
X3.3	0,682		Valid
X3.4	0,675		Valid
X3.5	0,644		Valid
Work Discipline (Y)			
Y1	0,465	0,113	Valid
Y2	0,556		Valid
Y3	0,534		Valid
Y4	0,448		Valid
Y5	0,477		Valid

Based on the table, the conclusion is that all items/statements of each variable are declared valid. With the value of r calculated $> r$ table (0.113). In conclusion, all statement items used in the research questionnaire have met the validity requirements based on the comparison of the value of r calculation with r table at the sig level. 0,05.

Reliability Test

When Cronbach's Alpha score > 0.6 , the questionnaire has a good level of internal consistency, and is considered reliable. However, if Cronbach's Alpha score < 0.6 , it means that the questionnaire is not consistent enough or interrelated, and can affect reliability.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Environment (X1)	0,771	Reliable
Organizational Culture (X2)	0,758	Reliable
Leadership Style (X3)	0,837	Reliable
Work Discipline (Y)	0,762	Reliable

From the table, the conclusion is that all statement items in the research questionnaire are reliable. This is shown by Cronbach's Alpha value > 0.6 . Therefore, the questionnaire used in this research, which consists of statements to measure the four research variables, has met the reliability requirements.

Classic Assumption Test

Normality Test

This test uses a visual approach through the *Normality p-p Plot of Regression Standardized Residual graph*. The data is considered normally distributed if the regression

model follows a diagonal direction. Meanwhile, if the position is far apart, it can be concluded that the existing regression model cannot meet the assumption of normality.

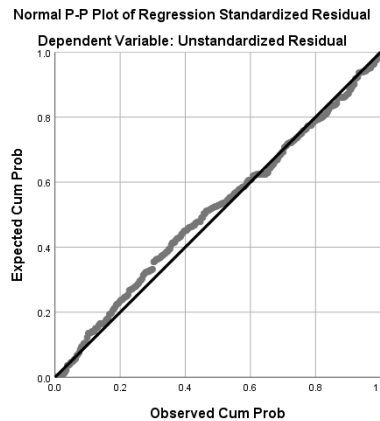


Figure 3. P-P Plot Normality

Based on the figure, it is found that the data distribution points are around the diagonal line and in the direction of the line so that conclusions can be drawn if the data in this study is distributed normally.

Multicollinearity Test

The method to detect multicollinearity is by analyzing and calculating the VIF value, which is used to find out the extent to which the variance of an independent variable is described by other independent variables in the model. If the VIF value < 10, it means that it is free of multicollinearity. However, if the VIF value exceeds 10, this indicates that multicollinearity may be a significant problem and needs to be addressed.

Table 5. Result of Multicollinearity Test

Model	Collinearity Statistic	
	Tolerance	VIF
X1	0,580	1,725
X2	0,518	1,929
X3	0,562	1,780

Based on the data, the conclusion is that the regression model in research is free of multicollinearity. This is shown by a tolerance value of > 0.1 and a VIF value of < 10. This means that there is no very strong correlation between independent variables in this research regression model. This qualifies the regression model for producing precise and accurate parameter estimates.

Heteroscedasticity Test

This test is carried out with the Spearman's rho test when the significance value > 0.05 the conclusion is free of heteroscedasticity, so that the regression model is feasible to use. If the value of sig. < 0.05 , heteroscedasticity occurs.

Table 6. Results of Heteroscedasticity Test

Spearman's rho	Variable		X1	X2	X3	Standardized Residual
		X1	Correlation Coefficient	1,000	0,565	0,458
Sign. (2-tailed)			,	0,000	0,000	0,681
N			279	279	279	279
X2		Correlation Coefficient	0,565	1,000	0,531	0,000
		Sign. (2-tailed)	0,000	,	0,000	0,999
		N	279	279	279	279
X3		Correlation Coefficient	0,458	0,531	1,000	0,059
		Sign. (2-tailed)	0,000	0,000	,	0,329
		N	279	279	279	279
Standardized Residual	Correlation Coefficient	0,025	0,000	0,059	1,000	
	Sign. (2-tailed)	0,363	0,657	0,067		
	N	279	279	279	279	

From the table, it is stated that the regression model in this research is free of heteroscedasticity. This is expressed in the value of sig. (2-tailed) > 0.05 . Thus, the conclusion is that there is no correlation between all the variables.

Hypothesis Testing

T-Test

Table 7. T-Test Result

Model	Unstandardized Coefficients			Standar Coefficients Beta	t	sig	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	11,670	1,169		9,980	0,000		
	X1	0,039	0,047	0,056	0,839	0,402	0,580	1,725
	X2	0,238	0,059	0,284	4,019	0,000	0,518	1,929
	X3	0,216	0,055	0,268	3,940	0,000	0,562	1,780

In this context, the degree of freedom is calculated as $(n-k-1) = (279-3-1) = 275$. The level of confidence used is 95%, equivalent to an alpha value of 0.05, so for a two-sided test, the t-value of the table is (1.96). According to the output results, then:

- 1) For the work environment variable (X1), the t-value is calculated $(0.839) <$ the t-value of the table (1.96) and $(0.580) < 0.05$. It is stated that H_1 is rejected and H_0 is accepted.
- 2) For the Organizational Culture variable (X2), at t count $(4.019) >$ t table (1.96) and significance value $(0.000) < 0.05$. Declared H_2 accepted
- 3) For the Leadership Style variable (X3), because the t-value of the calculation $(3.940) >$ the t-value of the table (1.967) and the significance value $(0.000) < 0.05$. Declared H_3 accepted

Based on the analysis, it was concluded that the work environment variable (X1) did not have a significant positive effect on work discipline. But, the variables of organizational culture (X2), and leadership style (X3) have a significant positive influence on the variables of work discipline (Y).

F-Test

Table 8. Hypothesis Test Results: F-Test

Model		Sum of Squares	df	Mean Square	f	Sig.
1	Regression	400,187	3	133,396	36,768	0,000^b
	Residual	997,712	275	3,628		
	Total	1397,900	275			

In this context, the degree of freedom (3) with a residual of 275 at a significance level of 0.05 has a table f value (1.415). According to the output, the value of f calculation $(36.768) >$ 1.415 and the value of sig. $(0.000) < 0.05$. In conclusion, the variables of work environment (X1), organizational culture (X2), and leadership style (X3) simultaneously have a significant positive influence on the variables of work discipline (Y)

Coefficient of Determination

Table 9. Hypothesis Test Results: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,535 ^a	0,286	0,278	1,90474

From the output results, the Adjusted R Square value is 0.278 or 27.8%. This means that around 27.8% of the variables of work discipline can be described by the independent variables

in the regression model. The rest, around 72.2% were described by other variables outside of this research.

5. DISCUSSION

The influence of the work environment on work discipline

According to the test output results, the work environment has a standard coefficient of (0.056), which shows a positive influence on the work discipline variable, the influence is very small and insignificant. This indicates that improving the quality of the work environment based on the adjustment of work environment indicators only has a very small impact on improving employee work discipline. These results are not in line with some previous studies conducted by Iqbal & Husniati (2023); Yulianti et al. (2023); Oktavia & Fernos (2023); and Muzdalifa & Jaenab (2022) which found that the work environment had a significant positive effect on work discipline. These studies show that a supportive and healthy work environment can improve employee discipline, through various factors such as a comfortable working atmosphere, adequate facilities, and support from colleagues and superiors. However, in this study, the work environment was not shown to have a significant influence on work discipline, which may be caused by other factors or conditions that were not detected in this study.

The influence of organizational culture on work discipline

According to the results of the test output, the organizational culture with a standard coefficient of (0.284), that it has a significant positive effect on work discipline. Organizational culture indicators such as innovation, courage to take risks, and orientation to detail and results play a very important role in shaping the culture that shapes discipline. This reveals that the adjustment of organizational culture indicators will contribute to helping the organization create an atmosphere that supports employee work discipline behavior. The results of this research corroborate previous research conducted by Kholifah et al. (2023); Armawan & Suana (2019b); Hutomo (2023); and Oktavia & Fernos (2023) that organizational culture has a significant positive effect on employee work discipline. These studies explain that a healthy organizational culture, which is based on the values of innovation, courage to make decisions, and a focus on clear results, can improve and encourage them to be more disciplined in carrying out their duties. Thus, the proper application of the company's 'Panca Darma' and organizational culture and emphasis on these values will directly contribute to the improvement of work discipline and employee performance in an organization.

The influence of leadership style on work discipline

According to the output results, leadership style has a significant positive effect on work discipline. At the significance value (0.268). Leadership style indicators included in this study, play an important role in shaping employee discipline, such as leaders who can make the right decisions, provide great motivation, and maintain clear communication can encourage employees to be more disciplined in carrying out their duties. In addition, the ability of leaders to control subordinates and regulate emotions is crucial in triggering a stable work environment and encouraging employee work discipline. The results of this research corroborate previous research by Akbar & Jaenab (2023) That is, leadership style has a significant positive effect on employee work discipline. The findings of the study confirm that the right leadership style, which includes aspects such as wise decision-making, appropriate motivation, and effective communication management, can improve employee discipline levels. Thus, leaders who are able to implement an adaptive and communicative leadership style are not only able to improve motivation and performance, but also form a stronger culture of discipline within the organization.

6. CONCLUSION

According to the results of the research, the conclusion can be reached that the work environment has a positive but insignificant influence on work discipline. However, organizational culture, and leadership style have a significant positive impact on the work discipline of Apac Inti Corpora employees. This means that a positive work environment, an organizational culture that prioritizes the value of responsibility, and leadership that provides clear examples and directions can improve employee discipline. And vice versa, if the work environment is not conducive, the organizational culture is not suitable, and the leadership style is ineffective, it will reduce the level of work discipline. Another thing also shows that the work environment, organizational culture, and leadership style have a significant effect on work discipline individually or together. For this reason, companies are advised to improve a supportive work environment, strengthen an organizational culture that focuses on discipline, and provide periodic monitoring and evaluation to ensure that employee work discipline is maintained.

LIMITATIONS

This study has several limitations that need to be considered. First, the sample used is limited to 279 employees of Apac Inti Corpora, so the results may not be generalizable to other companies with different characteristics. In addition, this study only measures three main variables: work environment, organizational culture, and leadership style, while many other variables, such as motivation or employee well-being, could also influence work discipline. The method used in this study is quantitative with a survey, which may lack depth in exploring the respondents' perceptions and subjective experiences. Therefore, a qualitative approach, such as in-depth interviews, could provide additional insights.

ACKNOWLEDGEMENTS

The author expressed his deep gratitude to the audience who have provided support, direction, and contribution to the completion of this research. Especially to Apac Inti Corpora for the facilities and support that allow the author to carry out this research well. And thank the reviewers who have expressed their opinions and constructive suggestions to improve the quality of this publication.

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