THE INFLUENCE OF FEMALE LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, AND WORK MOTIVATION ON EMPLOYEE DISCIPLINE AT THE FINANCE AND ASSET BUREAU, SECRETARIAT GENERAL, MINISTRY OF HOME AFFAIRS

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Abstract – *This research examines the impact of female leadership styles, organizational culture, and work motivation on employee discipline within the Finance and Asset Bureau of the Secretariat General of the Ministry of Home Affairs. The study involves two types of variables: the dependent variable (Employee Discipline) and the independent variables (Female Leadership Style, Organizational Culture, and Work Motivation). The research population consists of all 73 employees at the Finance and Asset Bureau, with the entire population serving as the sample (saturated sampling). Data were collected using quantitative methods, including questionnaires and literature reviews. The data were analyzed descriptively and through Structural Equation Modeling Partial Least Square (SEM-PLS) using SmartPLS 4.0, incorporating validity and reliability tests. Findings indicate that Female Leadership Style, Organizational Culture, and Work Motivation each have a positive and significant influence on Employee Discipline at the Finance and Asset Bureau of the Secretariat General of the Ministry of Home Affairs.*

Keywords: *Employee Discipline; Female Leadership Style; Organizational Culture; Work Motivation Values*

INTRODUCTION

Delivering high-quality public services requires organizations to have robust infrastructure and skilled human resources. The Finance and Asset Bureau of the Secretariat General of the Ministry of Home Affairs depends on competent employees to manage state finances and assets transparently, directly impacting the ministry's ability to execute public programs efficiently. Employee discipline, vital for organizational success, is shaped not only by individual motivation but also by effective teamwork and leadership (Affini, 2021). Within this operational landscape, the bureau faces recurring challenges in maintaining compliance, managing budgets, and preserving assets, all of which demand leadership that can cultivate consistent discipline. To understand the roots of these challenges, it is essential to examine employee attendance and behavior patterns which serve as indicators of discipline within the organization. By linking operational demands with workforce performance, the subsequent discussion clarifies how structural, cultural, and motivational factors intersect.

Attendance data from 2022–2024 indicates a decline in employee discipline at the bureau, as shown in Table 1.1. Tardiness rose from 5,544 instances in 2022 to 6,355 in 2024, while unauthorized absences (alpa) slightly decreased. Sick leave varied, and permitted absences increased steadily. These data, taken together, portray a workforce struggling to maintain consistency amid procedural and motivational pressures. As Tukiyat et al. (2024) note, such patterns often mirror weaknesses in organizational culture or shifts in work motivation. Ministerial Regulation No. 6 of 2022 mandates high discipline among civil servants, aligned with "BerAKHLAK" core values (service-oriented, accountable, competent, harmonious, loyal, adaptive, collaborative), emphasizing the need to address these issues. The observed trends in attendance thus raise questions about underlying factors including how leadership style and gender may influence motivation, cultural alignment, and adherence to discipline.

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Table 1. Employee Attendance Data for Finance and Asset Bureau, Secretariat General of the Ministry of Home Affairs, 2022–2024

Number of Employees	Year	Absences	Tardiness	Sick Leave	Permitted Leave	Unauthorized Absences
73	2022	166	5544	43	632	73
73	2023	145	6242	21	746	73
73	2024	155	6355	17	798	73

Source: Ministry of Home Affairs, processed data, 2024.

In The Finance and Asset Bureau of the Secretariat General of the Ministry of Home Affairs, leadership gender dynamics shifted with the bureau's head (Eselon 2) transitioning from male to female in 2023–2024, while Eselon 3 roles remain female-dominated and Eselon 4 roles male-dominated, as shown in Table 1.2. This transition brings the gender dimension into focus and linking leadership dynamics with patterns of discipline. Prior research indicates female leaders often adopt collaborative and inclusive styles to enhancing motivation and discipline (Kurniawati, 2023). However, a preliminary survey of 23 respondents found 19 questioning the effectiveness of female leadership in driving organizational success, suggesting potential resistance that warrants further exploration. Leadership alone, however, is insufficient without supportive organizational culture and motivation. Thus, investigating employee perceptions of culture and motivation becomes crucial to understanding the broader patterns of discipline in the bureau.

Table 2. Number of Female and Male Leaders, 2022–2024

Year	Female vs. Male Leaders		Total		Eselon 2	Eselon 3	Eselon 4
	F		M	F	M	F	
2022	-		1	3	1	1	
2023	1		-	3	1	1	
2024	1		-	3	1	1	

Source: Ministry of Home Affairs, processed data, 2024.

Organizational culture significantly influences employee behavior, yet the preliminary survey revealed 19 respondents felt the bureau's culture does not support discipline. Similarly, 20 respondents reported low work motivation, a key factor in discipline (Nugroho & Afif, 2016). These findings mean there are gaps in culture and motivation that may underlie disciplinary issues. A robust culture aligned with shared values, reinforced by either intrinsic or extrinsic motivation, helps transform rules into a collective behavioral standard. Connecting leadership, culture, and motivation help to understand which factors dominate in shaping discipline, establishing a clear path for both analysis and practical recommendations.

Table 3. Preliminary Survey Results on Factors Affecting Employee Discipline at the Finance and Asset Bureau

No.	Variable	Question	Yes	No
1	Female Leadership Style	I believe female leadership plays a significant role in organizational success	4	19
2	Organizational Culture	I feel the organizational culture supports achieving work discipline	4	19
3	Work Motivation	I have high motivation in performing my job duties	3	20
4	Compensation	I receive compensation appropriate to my position and duties	14	9
5	Workload	My workload matches my abilities and skills	13	10
6	Work Stress	My job does not cause me stress	8	15
7	Work Environment	I feel comfortable with my work environment and colleagues	15	8
8	Competence	I am highly skilled in the knowledge required for my job	17	6

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| 9 | Gender Equality | I feel no gender disparity in promotions, salaries, or other rights | 17 | 6 |
| 10 | Organizational Commitment | I will work hard with all my abilities to support organizational success | 18 | 5 |

Source: Processed primary data, 2024.

A preliminary survey identified ten variables affecting discipline, with female leadership style, organizational culture, and work motivation emerging as dominant due to negative feedback, as shown in Table 1.3. Other factors, such as compensation and workload, were less prominent. The negative perceptions suggest these factors may underlie the decline in discipline, but further research is needed to confirm their impact. Existing literature shows conflicting findings: some studies (Pratama & Suprayetno, 2023) indicate female leadership positively affects discipline, while others (Fitri et al., 2024) find no effect, highlighting a research gap. This contrast between theory, practice, and perception underscores why a closer examination of female leadership, organizational culture, and motivation is essential.

This study aims to clarify these relationships and provide insights for leveraging female leadership in public sector human resource management. Understanding how these factors interact is central to addressing the behavioral patterns that influence organizational consistency. Patterns of declining discipline suggest deeper challenges tied to how leadership, shared values, and individual drive coexist within formal administrative systems. By positioning female leadership, organizational culture, and motivation within the bureaucratic setting of Indonesia's public sector, this study extends leadership and organizational behavior theory to environments where compliance and initiative must operate side by side. It highlights that participatory and communicative leadership, traits often associated with female leaders, can strengthen discipline when supported by collective norms and intrinsic motivation. Beyond its theoretical reach, the research also offers practical direction for managing civil servants more effectively. Reinforcing value-based leadership, cultivating a culture of accountability, and enhancing motivation can help restore discipline and maintain the reliability of public service performance at the Finance and Asset Bureau of the Ministry of Home Affairs.

LITERATURE REVIEW
1. Employee Discipline
Employee discipline is critical for achieving organizational goals, reflecting an individual's awareness and adherence to norms and responsibilities, such as fulfilling job duties and complying with work hours. High discipline enhances task execution and dedication to organizational objectives (Jepry & Mardika, 2020). Hasibuan (2021) defines work discipline as the readiness to follow organizational rules and social norms, demonstrating proactive compliance and commitment. In human resource management, discipline involves setting rules and performance standards to foster cooperation and productivity (Lestari, 2019). For civil servants (PNS), discipline entails adhering to legal obligations and avoiding prohibited actions, with violations leading to sanctions as per Government Regulation No. 53 of 2010 (Sudrajad, 2022).

Mangkunegara (2020) identifies two types of discipline:
a) Preventive Discipline: Encourages employees to self-discipline by following organizational rules, fostering a system that supports compliance.
b) Corrective Discipline: Addresses violations through sanctions to correct behavior, maintain rules, and deter future infractions.

These two types of discipline can be further understood through specific dimensions and indicators that reflect how employees apply rules and standards in daily work. These dimensions and Indicators according to Rivai (2018) are:
a) Compliance with time rules (e.g., punctual attendance, breaks).
b) Adherence to company regulations (e.g., dress code, workplace behavior).

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c) Conformity to work behavior standards (e.g., task execution, inter-unit collaboration).
d) Observance of other regulations (e.g., permitted and prohibited actions).

While the theoretical framework presents discipline as a matter of compliance, empirical findings reveal a more layered reality. Aldi & Dwiarko (2022) stated in theirs research that organizational culture and work motivation significantly influence discipline. This findings showing that shared values and internal drive can create a sense of order stronger than formal enforcement. Yet Hidayah *et al.* (2020) reported otherwise by stated that the effect of organizational culture on discipline was not statistically significant. In their view, culture alone is insufficient to ensure consistency when structural mechanisms and individual awareness fail to align. These mixed outcomes invite a broader interpretation which is discipline cannot be reduced to a single cause or imposed solely through control. It matures where structural boundaries meet intrinsic motivation, where organizational values are not only prescribed but also personally internalized. Such balance transforms discipline from mere obedience into a reflection of mutual understanding between institution and individual.

2. Female Leadership Style

Female leadership style emphasizes interpersonal skills, effective communication, and collaborative approaches to team management (Dewi et al., 2022). In Indonesia, female leaders blend strategic vision with inclusive interactions, creating supportive and productive work environments (Dewi et al., 2023). This style adapts transformational and transactional elements to suit situational needs, with public sector female leaders showing flexibility in balancing feminine and masculine traits (Setianingsih et al., 2025). Research in Jakarta's PR industry highlights that balanced feminine-masculine leadership fosters inclusive, communicative workplaces (Hendrawan & Simorangkir, 2024).

Key Factors (Widhianto & Hasanah, 2024):
a) Internal Factors: Include personal qualities like motivation, charisma, communication skills, and self-control, enabling productive relationships.
b) External Factors: Encompass workplace environment, cultural norms, and organizational policies, which can either support or hinder effective leadership. Supportive environments enhance collaborative and transformational leadership, while cultural barriers like gender stereotypes may limit effectiveness (Muslimah, 2021).

Dimensions and Indicators (Fusun & Altintas, 2008):
a) Charismatic/Value-Based: Visionary (forward-thinking planning), Inspirational (confident, motivating).
b) Team-Oriented: Collaborative team orientation (group-focused, loyal), Team integrator (communicative, coordinative).
c) Self-Protective: Self-centered (less social, non-participative), Procedural (formal, bureaucratic).

Within public organizations, these leadership traits often intersect with institutional demands that emphasize hierarchy and accountability. A leader who practices participatory communication and models fairness can strengthen cooperation and nurture discipline through mutual respect rather than control. Yet research findings on this relationship remain inconsistent. Pratama &Suprayetno (2023) found that participatory female leadership positively influences discipline by fostering collaboration and trust, while Fitri *et al.* (2024) observed no significant effect. These differing conclusions mean that leadership outcomes are deeply shaped by organizational context. Bureaucratic environments rely on formal authority and procedural rigidity which may restrict the relational strengths typically associated with female leadership. In more adaptive institutions, however, the same qualities can inspire commitment and shared accountability, aligning personal motivation with collective discipline.

3. Organizational Culture

Organizational culture comprises shared assumptions, norms, values, and symbols that shape members' thoughts, behaviors, and interactions, serving as a framework for expected actions and collective identity (Anon, 2021). It includes formal elements (policies, vision) and informal interactions, guiding daily operations. Yuliniar et al. (2020) describe it as shared expectations and goals, implicitly or explicitly acknowledged, that influence group behavior. Workplace culture evolves through leadership, organizational history, and member interactions, shaping operational dynamics.

The factors influencing the perception of organizational culture are as follows: (Robbins & Judge, 2015 in Melati et al., 2022)

a) Observed behavioral regularities (consistent interaction patterns).
b) Norms (behavioral standards, e.g., work completion expectations).
c) Dominant values (e.g., quality focus, low absenteeism).
d) Philosophy (core beliefs about treating employees/customers).
e) Organizational climate (overall atmosphere from workplace design and interactions).

The dimensions and indicators used to assess organizational culture are described as follows: (Robbins in Mustafa, 2022)

a) Innovation and Risk-Taking: Encouraging new ideas, experimentation freedom.
b) Attention to Detail: Precision, clear communication of goals, procedural adherence.
c) Outcome Orientation: Focus on results, clear task guidance, resource support.
d) People Orientation: Decisions prioritizing employee welfare.
e) Team Orientation: Collaborative work arrangements.
f) Aggressiveness: Competitive, proactive behavior.
g) Stability: Maintaining operational consistency.

Per Ministerial Regulation No. 6 of 2022, civil servants must exhibit high discipline aligned with "BerAKHLAK" core values (service-oriented, accountable, competent, harmonious, loyal, adaptive, collaborative), particularly at the Finance and Asset Bureau, to enhance work discipline through organizational culture.

4. Work Motivation

Work motivation is the energy that stimulates enthusiasm, enabling collaborative, effective, and integrity-driven work to achieve satisfaction (Oktavia, 2021; Puspitasari & Agustini, 2024). It drives individuals to contribute maximally to organizational goals, aligning with personal aspirations (Aini, 2019). Sinaga (2019) views motivation as a process fostering collaboration and optimal effort for satisfaction. It encompasses personal growth, pride in work, and goal alignment, serving as a key driver for behavior toward organizational and personal objectives.

Influencing Factors (Herzberg's theory in Hasibuan, 2011 via Sinaga, 2019):

a) Responsibility: Recognition enhances confidence for greater tasks.
b) Achievement: Success in tasks motivates further improvement.
c) Recognition: External appreciation boosts motivation.
d) The Work Itself: Engaging, challenging tasks drive high performance.

Dimensions and Indicators (Anggraini, 2019):

a) Physiological Needs: Resources, relaxation spaces.
b) Safety Needs: Protection from unfair treatment, workplace safety.
c) Social Needs: Adaptation to work environment, organizational culture.
d) Esteem Needs: Recognition, attention, acceptance of ideas.
e) Self-Actualization Needs: Opportunities for growth, job satisfaction, task excellence.

Motivation plays a decisive role in transforming personal intention into consistent behavior. High motivation strengthens discipline through focus, persistence, and a sense of responsibility (Jufrizen, 2021; Fahriana & Sopiah, 2022). However, evidence from past studies shows that the relationship is not always linear. Diyah (2023) found that motivation enhances discipline, whereas Diana (2022) suggested that under certain conditions, strong external pressure can weaken self-driven control. The difference may lie in the type of motivation, whether it originates from inner purpose or external reward. In the civil service, where reward systems are standardized and advancement is procedural, motivation tends to fluctuate based on recognition, trust, and perceived fairness. This makes it necessary to examine how intrinsic and extrinsic motivation jointly influence discipline, particularly in institutional environments that balance regulation with autonomy.

5. Hypothesis Development

a) Influence of Female Leadership Style on Employee Discipline

Female leadership style, characterized by participatory, communicative, and empathetic approaches, effectively fosters harmonious work relationships and enhances teamwork

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(Ambarwati, 2023). Research shows that such leadership significantly improves employee discipline by boosting motivation and fostering a positive work culture (Harmen & Siregar, 2022). Ambarwati (2023) found that female leaders' participatory methods increased discipline among subordinates at Surabaya's Women's Class IIA Detention Center through empowerment and positive role modeling. Similarly, Putri and Gunawan (2023) noted that inspirational and supportive leadership enhances compliance and intrinsic motivation among millennials, strengthening workplace discipline. Harmen and Siregar (2022) further confirmed that communicative and transformational female leadership significantly improves discipline by promoting accountability at Medan's Women's Empowerment Agency.

H1: Female leadership style positively influences employee discipline.

b) Influence of Organizational Culture on Employee Discipline

Organizational culture, encompassing shared values, norms, and beliefs, shapes employee behavior and discipline. A strong, positive culture fosters adherence to rules and procedures (Luthans, 2020). Consistent policy enforcement and technology use, such as digital attendance systems, clarify expectations and enhance discipline (Choi et al., 2021). Schein (2020) emphasizes that leaders who model consistent and fair behavior create a disciplined culture, particularly through transformational leadership that empowers employees. Flexible organizational cultures that balance work-life needs and effective oversight increase responsibility and discipline (Kamal & Ramli, 2022). Empowered employees, feeling valued, show greater commitment to rules, further boosting discipline (Kim & Lee, 2023).

H2: Organizational culture positively influences employee discipline.

c) Influence of Work Motivation on Employee Discipline

Work motivation, an internal drive to achieve job-related goals, is a key determinant of employee discipline. High motivation enhances commitment and efficiency in task execution (Jufrizen, 2021). Motivated employees are more productive, innovative, and satisfied, contributing to disciplined behavior (Fahriana & Sopiah, 2022). Goal-setting theory by Latham and Locke (1991, cited in Zainiah et al., 2024) highlights that clear, challenging goals with constructive feedback boost motivation and discipline. Robbins and Judge (2020) further note that motivation is critical for discipline, significantly impacting organizational success.

H3: Work motivation positively influences employee discipline.

METHODS

This study, conducted from April 2024 to January 2025 at the Finance and Asset Bureau, Secretariat General of the Ministry of Home Affairs in Jakarta, employs a quantitative approach to investigate the impact of female leadership style, organizational culture, and work motivation on employee discipline. The research process includes problem identification, theoretical framework development, data collection through questionnaires and literature reviews, and statistical analysis using Structural Equation Modeling Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The population comprises 73 permanent employees, with a saturated sampling technique including nearly all as respondents, excluding leaders due to their strategic roles. Primary data are gathered via questionnaires, and secondary data from journals and prior studies provide a robust theoretical foundation.

Variables include independent factors (female leadership style, organizational culture, work motivation) and the dependent factor (employee discipline), with operational definitions and indicators outlined for clarity. An ordinal scale (1-5, from Strongly Disagree to Strongly Agree) measures responses, enabling relative ranking without equal intervals (Ghozali, 2020). Descriptive analysis summarizes respondent characteristics and variable responses, while SEM-PLS evaluates causal relationships through validity and reliability tests (outer model) and multicollinearity, R^2, path coefficients, and significance testing via bootstrapping (inner model). SEM-PLS is selected for its flexibility with small samples, non-normal data, and complex variable relationships, ensuring objective and measurable findings (Ghozali, 2016; Hair et al., 2019).

To capture the behavioral dynamics studied, each construct was translated into measurable indicators derived from established theories. The operational definitions are summarized below and

constructed to reflecting the conceptual alignment between leadership, organizational culture, motivation, and employee discipline within a public-sector framework.

Table 3. Operational Definition

Variable	Conceptual Definition	Key Indicators	Scale	Source
Female Leadership Style (X1)	The leader's ability to influence subordinates through participatory, communicative, and supportive behavior.	● Charismatic/value-based orientation ● Team collaboration ● Self-protective awareness	Likert 1-5	Fusun & Altintas (2008)
Organizational Culture (X2)	Shared values and norms guiding employee behavior and shaping work discipline.	● Innovation and initiative ● Result orientation ● People and team orientation ● Attention to detail	Likert 1-5	Robbins & Judge (2015)
Work Motivation (X3)	Internal and external forces that direct, energize, and sustain work effort.	● Intrinsic drive (achievement, recognition) ● Extrinsic factors (security, working conditions)	Likert 1-5	Herzberg, via Hasibuan (2011)
Employee Discipline (Y)	The degree of employee adherence to organizational rules and behavioral standards.	● Punctuality ● Compliance with regulations ● Task responsibility ● Work attitude.	Likert 1-5	Rivai (2018)

Before hypothesis testing, the questionnaire underwent validity and reliability checks to ensure the indicators measured each construct consistently. The SmartPLS analysis produced outer loadings exceeding 0.70 and Cronbach's alpha values between 0.905 and 0.952 which menas confirming strong reliability. Average variance extracted (AVE) values above 0.50 further verified convergent validity. Together, these results indicate that the instrument provided a dependable foundation for examining the structural relationships among variables.

RESULTS and DISCUSSION

This section presents the findings from the quantitative analysis of the influence of female leadership style, organizational culture, and work motivation on employee discipline at the Finance and Asset Bureau, Secretariat General of the Ministry of Home Affairs. To ensure that these findings can be interpreted reliably, the analysis first examines the validity and reliability of the measurement instruments. Using Structural Equation Modeling Partial Least Squares (SEM-PLS), the study examines causal relationships, supported by descriptive statistics and hypothesis testing, to provide insights into how these factors shape workplace discipline. The discussion integrates these results with existing literature to highlight their implications and contributions to organizational management.

Table 4. Validity Convergent Result Test

Variable	Indicator	Outer Loading	Status
Female Leadership Style (X1)	X1.1	0.864	Valid
	X1.2	0.842	Valid
	X1.3	0.781	Valid
	X1.4	0.821	Valid
	X1.5	0.769	Valid
	X1.6	0.850	Valid
Organizational Culture (X2)	X2.1	0.811	Valid
	X2.2	0.766	Valid
	X2.3	0.832	Valid
	X2.4	0.766	Valid
	X2.5	0.842	Valid
	X2.6	0.873	Valid

	X2.7	0.745	Valid
	X2.8	0.852	Valid
	X2.9	0.845	Valid
	X2.10	0.772	Valid
	X2.11	0.832	Valid
Work Motivation (X3)	X3.1	0.821	Valid
	X3.2	0.847	Valid
	X3.3	0.780	Valid
	X3.4	0.741	Valid
	X3.5	0.742	Valid
	X3.6	0.765	Valid
	X3.7	0.897	Valid
	X3.8	0.843	Valid
	X3.9	0.752	Valid
	X3.10	0.709	Valid
	X3.11	0.839	Valid
	X3.12	0.816	Valid
	X3.13	0.784	Valid
Employee Discipline (Y)	Y.1	0.764	Valid
	Y.2	0.791	Valid
	Y.3	0.879	Valid
	Y.4	0.785	Valid
	Y.5	0.844	Valid
	Y.6	0.799	Valid
	Y.7	0.870	Valid
	Y.8	0.819	Valid

Source: Processed Data, 2025

All indicators demonstrate outer loadings above 0.70, with Female Leadership Style (X1) ranging from 0.769 to 0.864, Organizational Culture (X2) from 0.745 to 0.873, Work Motivation (X3) from 0.709 to 0.897, and Employee Discipline (Y) from 0.764 to 0.879. According to Hair et al. (2017), loadings above 0.70 indicate strong contributions to their constructs, confirming convergent validity for all indicators, surpassing the minimum threshold of 0.60 for early-stage research (Chin, 1998, cited in Ghozali, 2006).

Table 5. Discriminant Validity Test Results

Indicator	Female Leadership Style (X1)	Organizational Culture (X2)	Work Motivation (X3)	Employee Discipline (Y)
X1.1	0.864	-0.053	-0.072	0.342
X1.2	0.842	-0.110	-0.100	0.193
X1.3	0.781	-0.062	-0.296	0.211
X1.4	0.821	-0.024	-0.040	0.307
X1.5	0.769	-0.015	-0.057	0.214
X1.6	0.850	-0.087	-0.229	0.225
X2.1	0.010	0.811	0.062	0.309
X2.2	-0.102	0.666	0.156	0.304
X2.3	-0.114	0.842	0.036	0.287
X2.4	-0.038	0.823	-0.002	0.335
X2.5	-0.082	0.793	0.164	0.399
X2.6	-0.030	0.873	0.001	0.416
X2.7	-0.020	0.745	0.313	0.407
X2.8	-0.050	0.852	-0.079	0.323
X2.9	-0.071	0.845	0.041	0.355
X2.10	-0.056	0.772	0.060	0.380
X2.11	-0.055	0.832	-0.003	0.243
X3.1	-0.030	0.165	0.821	0.423
X3.2	-0.130	0.120	0.847	0.340
X3.3	-0.181	0.075	0.780	0.437
X3.4	-0.140	-0.046	0.741	0.319
X3.5	-0.258	0.048	0.742	0.298

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X3.6	-0.110	0.096	0.765	0.442
X3.7	-0.081	0.039	0.897	0.491
X3.8	-0.165	0.113	0.843	0.379
X3.9	-0.235	0.069	0.752	0.334
X3.10	-0.116	0.115	0.709	0.386
X3.11	-0.135	0.045	0.839	0.342
X3.12	-0.018	0.047	0.816	0.412
X3.13	-0.018	0.051	0.784	0.403
Y.1	0.256	0.232	0.400	0.764
Y.2	0.297	0.441	0.331	0.791
Y.3	0.187	0.402	0.411	0.879
Y.4	0.383	0.281	0.277	0.785
Y.5	0.312	0.388	0.455	0.844
Y.6	0.177	0.424	0.499	0.799
Y.7	0.261	0.294	0.468	0.870
Y.8	0.209	0.355	0.354	0.819

Source: Processed Data, 2025

Before moving to structural analysis, it is essential to ensure that each construct measures a distinct concept. The cross-loading results indicate that each indicator's loading on its own construct is significantly higher than on other constructs (e.g., X1.1 at 0.864 for X1 vs. -0.053 for X2, -0.072 for X3, and 0.342 for Y), confirming strong discriminant validity. This ensures that each construct measures a distinct concept, as the indicators are more strongly associated with their intended constructs than with others. This distinction is important because it provides a foundation for further testing using the Fornell-Larcker criterion which examines whether each construct remains empirically separate when evaluated against all other constructs simultaneously.

Table 6. Discriminant Validity Test Results (Fornell-Larcker Criterion)

Variable	Female Leadership Style (X1)	Organizational Culture (X2)	Work Motivation (X3)	Employee Discipline (Y)
Female Leadership Style (X1)	0.822			
Organizational Culture (X2)	-0.067	0.807		
Work Motivation (X3)	-0.148	0.093	0.797	
Employee Discipline (Y)	0.316	0.434	0.492	0.820

Source: Processed Data, 2025

The Fornell-Larcker criterion shows that the square roots of AVE for each construct (X1: 0.822, X2: 0.807, X3: 0.797, Y: 0.820) exceed their inter-construct correlations (e.g., X1–X2: -0.067, X1–X3: -0.148, X1–Y: 0.316). This confirms discriminant validity, as each construct is empirically distinct, ensuring the model accurately measures unique concepts.

Table 7. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
X1	0.905	0.931	0.926	0.676
X2	0.946	0.950	0.953	0.651
X3	0.952	0.956	0.957	0.635
Y	0.930	0.933	0.942	0.672

Source: Processed Data, 2025

Reliability tests show Cronbach's alpha values (0.905–0.952), composite reliability (rho_c) values (0.926–0.957), and AVE values (0.635–0.676), all exceeding recommended thresholds (Cronbach's alpha > 0.70, CR > 0.70, AVE > 0.50). These results indicate highly reliable and consistent measurement instruments with minimal error, ensuring trustworthy data (Ghozali, 2016). With reliability confirmed, it becomes necessary to examine multicollinearity among indicators to ensure that each variable contributes unique information to the model.
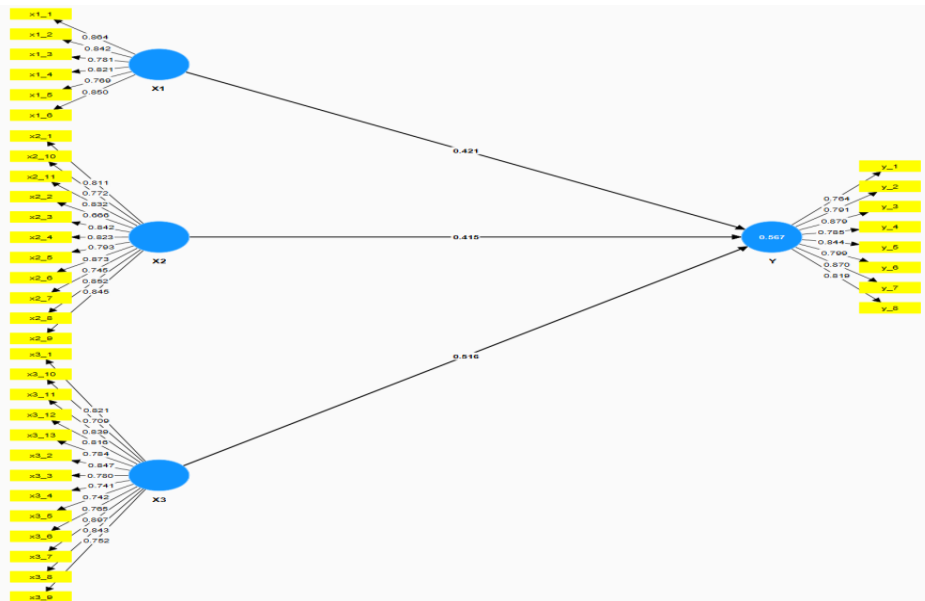
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Figure 2. Outer Model

Table 8. Multicollinearity Test Results

Indicator	Variance Inflation Factor (VIF)
X1.1	2.529
X1.2	2.662
X1.3	2.190
X1.4	2.189
X1.5	2.016
X1.6	2.959
X2.1	2.757
X2.2	1.817
X2.3	3.108
X2.4	2.852
X2.5	2.569
X2.6	3.915
X2.7	1.879
X2.8	3.603
X2.9	3.274
X2.10	2.266
X2.11	3.239
X3.1	3.253
X3.2	3.670
X3.3	2.576
X3.4	2.428
X3.5	2.344
X3.6	2.470
X3.7	4.821
X3.8	3.483
X3.9	2.619
X3.10	2.055
X3.11	3.238
X3.12	3.033
X3.13	2.507
Y.1	2.302
Y.2	2.252

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Y.3	3.601
Y.4	2.141
Y.5	2.713
Y.6	2.227
Y.7	3.444
Y.8	2.615

Source: Processed Data, 2025

Variance Inflation Factor (VIF) values range from 1.817 to 4.821, all below the threshold of 5.0, indicating no significant multicollinearity issues among indicators (Hair et al., 2019). This ensures that each indicator provides unique information without excessive redundancy, supporting the model's reliability. This confirms that each indicator carries independent information and supporting the robustness of the structural model.

After verifying the independence of indicators, the analysis proceeds to evaluate the structural model by testing the hypothesized relationships among variables. The structural model was evaluated through SmartPLS to examine the influence paths among variables. Model fit indices and reliability criteria met accepted thresholds, allowing interpretation of the structural coefficients with confidence. The summary of hypothesis testing results is presented below.

Table 9 Hypothesizes Test Result

Hypothesis	Relationship Tested	t-Statistic	p-Value
H1	Female Leadership impact to Employee Discipline	5,369	0.000
H2	Organizational Culture impact to Employee Discipline	5,379	0.000
H3	Work Motivation impact to Employee Discipline	6,371	0.000

All paths show positive and statistically significant effects ($p < 0.05$), confirming that leadership, culture, and motivation jointly reinforce employee discipline. Among the three, work motivation recorded the highest t-value, indicating its comparatively stronger role. The consistent pattern of significance across variables suggests that discipline in the Finance and Asset Bureau does not arise from top-down control alone but also from internalized motivation and value-driven interaction between leaders and employees. These results provide a solid empirical base for the subsequent discussion on behavioral mechanisms and policy implications. These findings set the stage for quantifying the extent to which these variables collectively explain employee discipline which can be examined through the coefficient of determination.

Table 10. Coefficient of Determination (R^2) Test Results

Endogenous Variable	R-Square	R-Square Adjusted
Employee Discipline (Y)	0.567	0.548

Source: Processed Data, 2025

The R^2 value for Employee Discipline (Y) is 0.567 (adjusted R^2: 0.548), indicating that Female Leadership Style (X1), Organizational Culture (X2), and Work Motivation (X3) explain 56.7% of the variance in Y, with 43.3% attributed to other factors. This moderately strong model (Chin, 1998) effectively explains the relationships between variables. This result underscores the need to assess the individual contribution of each predictor which is measured through effect size (f-square).

Table 11. Path Coefficient Test Results

Dependent Variable vs. Independent Variable	f-square
Female Leadership Style → Employee Discipline	0.399
Organizational Culture → Employee Discipline	0.393
Work Motivation → Employee Discipline	0.597

Source: Processed Data, 2025

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The f-square values show substantial effects: X1→Y (0.399) and X2→Y (0.393) are large, while X3→Y (0.597) is the largest, per Cohen's (1988) criteria (0.02: small, 0.15: medium, 0.35: large). This indicates that all independent variables significantly contribute to explaining Employee Discipline, with Work Motivation having the strongest impact. These effect sizes confirm that while all predictors are important, and work motivation exerts the strongest influence on employee discipline.
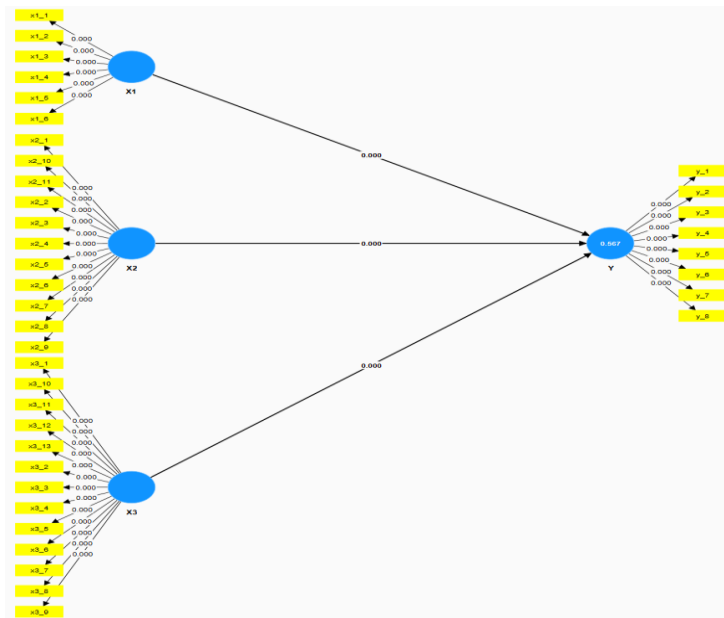

Figure 2 Inner Model

1. Influence of Female Leadership Style on Employee Discipline

The analysis confirms that female leadership style positively and significantly impacts employee discipline, supporting the first hypothesis. Higher levels of female leadership traits, such as monitoring and guiding subordinates, addressing issues empathetically, maintaining a friendly yet firm approach, ensuring a comfortable work environment, and recognizing employee efforts, correlate with increased discipline (Puspitasari et al., 2021; Lusitawati et al., 2023). Conversely, lower levels of these traits lead to reduced discipline. This suggests that female leadership, prevalent in the organizational structure, plays a critical role in fostering workplace discipline through effective communication and empowerment. These findings align with prior studies by Ruhama et al. (2024), Wulan and Istiana (2014), and Musoli (2021), which demonstrate a positive relationship between female leadership and work discipline.

Beyond confirming earlier research, the present analysis reveals how relational leadership behaviours function within bureaucratic settings where formality often dominates. The data indicate that discipline in the Bureau of Finance and Assets does not stem solely from compliance with procedural norms but grows through emotional trust built by empathetic female leaders. Employees respond to fairnessand clarity of direction, which are qualities that make supervision feel like guidance rather than control (Lind & Arndt, 2016). This relational dynamic transforms discipline from obligation into collective responsibility.

Such results resonate with current discussions on transformational leadership which view empathy and individualized consideration as drivers of moral conduct at work (Zhang et al., 2019). Female leaders in this study display behaviours typically associated with transformational styles, which are articulating purpose, showing concern for well-being, and reinforcing accountability through example. The interaction between emotional awareness and administrative rigor produces a balanced environment which is structured enough to maintain order, yet humane enough to sustain motivation.

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Rule enforcement alone cannot sustain long-term discipline. Policies on leadership development within public agencies should therefore, emphasize emotional intelligence, ethical sensitivity, and gender inclusive management practices. Integrating these competencies into civil-service training would help transform bureaucratic authority into participatory governance. Encouraging senior officials to mentor emerging leaders could further institutionalize collaborative habits that strengthen both discipline and morale (Hendrawan, 2022). The Bureau's experience illustrates that when guidance is empathetic and consistent, compliance becomes voluntary and not coerced, which is a crucial shift for modern public administration striving to combine efficiency with humanity.

2. Influence of Organizational Culture on Employee Discipline

The results indicate that organizational culture positively and significantly influences employee discipline, confirming the second hypothesis. A strong organizational culture, characterized by individual initiative, clear direction, management support, conflict tolerance, risk-taking, and effective communication, enhances employee discipline at the Finance and Asset Bureau. Such a culture motivates employees and shapes their behavior, fostering adherence to rules and collective responsibility. Key indicators, including innovation, attention to detail, outcome orientation, employee focus, team collaboration, and operational stability, contribute to a disciplined workforce. These findings are consistent with studies by Yogaswara et al. (2020), Sake et al. (2020), and Akbar et al. (2022), which highlight the positive impact of organizational culture on discipline.

The analysis further reveals that culture in public institutions serves as a behavioural guideline and also as an ethical infrastructure that sustains accountability. The Bureau of Finance and Assets demonstrates that when shared values such as transparency, professionalism, and service orientation are internalized, employees begin to regulate their own conduct without constant supervision. This finding support by Jo & Shin (2025), who found that cohesive organizational culture strengthens self-discipline through collective identification with institutional goals.

Unlike in the private sector where culture often focuses on performance efficiency, culture within a government bureau intertwines with moral obligation to the public. Employees act not merely to meet internal targets but to maintain the reputation of the state as a trustworthy administrator. When employees sense that their work embodies a public duty, discipline becomes a reflection of civic ethics rather than organizational pressure. Modern organizational culture also increasingly relies on adaptability and communication. Flexibility (Lind & Arndt, 2016) and open dialogue between supervisors and staff (Jo & Shin, 2025) encourage voluntary compliance with rules. The present study finds similar patterns. Employees in the Bureau tend to adhere more consistently to procedures when management facilitates feedback and recognizes contributions. This interactive environment balances order and inclusion, then creating stability that does not suppress initiative.

3. Influence of Work Motivation on Employee Discipline

The findings affirm that work motivation positively and significantly affects employee discipline, supporting the third hypothesis. Higher motivation levels, driven by internal and external factors such as career opportunities, autonomy, challenging tasks, fair compensation, interpersonal relationships, and pride in employment, enhance discipline. Conversely, low motivation leads to reduced discipline. Motivated employees exhibit optimism and confidence, enabling them to meet organizational goals effectively, while low motivation hinders performance. This underscores the importance of fostering high motivation to achieve disciplined behavior. These results align with research by Siagian (2023), Pratama and Nurbudiawati (2022), and Trio Saputra (2020), confirming motivation's significant positive effect on work discipline.

The highlight of this finding are that discipline grows not from pressure but from purpose. Employees who find meaning in their work behave consistently even when supervision is minimal. Motivation in this sense becomes the unseen structure that keeps order alive. The Bureau of Finance and Assets shows that recognition, autonomy, and clarity of contribution create emotional engagement that later manifests as discipline. The same pattern was described by Carpenter & Dolifka, (2017) who observed that public officers motivated by intrinsic pride display stronger ethical compliance than those relying on external incentives. Discipline further improves when employees experience fairness and psychological safety. Constructive feedback combined with transparent performance evaluation

strengthens motivation. This sense of justice encourages respect for time, procedures, and collective norms. In other words, organizational fairness acts as both ethical guidance and motivational fuel. (Jo & Shin, 2025) also demonstrated that equitable management practices sustain motivation that translates directly into disciplined behaviour.

A complementary perspective arises from the interaction between motivation and professional identity. Public employees who internalize the value of serving society perceive rules not as limitations but as extensions of their professional integrity. Such internalization transforms discipline into self-regulation rather than coerced compliance. Lambsdroff *et al.* (2023) described this phenomenon as civic motivation, in which employees perform diligently because they associate their roles with public trust. The present study echoes this idea, as most respondents highlighted duty consciousness as the strongest source of motivation.

From a managerial standpoint, fostering such motivation requires consistent effort rather than sporadic rewards. Leadership behavior, quality feedback, and career development systems collectively shape the emotional climate that sustains motivation. Supervisors who listen, acknowledge effort, and assign purposeful tasks can convert ordinary compliance into genuine dedication. Consequently, public human resource policy must integrate motivation as a continuous, structured process across training, promotion, and appraisal systems. Sustained motivation reinforces discipline more effectively than sanction-based control (Lambsdroff *et al.,* 2023). Therefore, bureaucratic leadership should prioritize coaching skills and empathetic communication to cultivate enduring discipline.

CONCLUSION

The study confirms that female leadership style, organizational culture, and work motivation positively and significantly influence employee discipline at the Finance and Asset Bureau, Secretariat General of the Ministry of Home Affairs. Female leadership, characterized by effective communication, empathy, and interpersonal engagement, fosters a conducive work environment, enhancing discipline, particularly through inspirational and motivational approaches, though some prior studies found no such effect due to differing organizational contexts. Similarly, a strong organizational culture, driven by incentives, clear norms, and teamwork, significantly boosts discipline, contrasting with studies suggesting no impact, likely due to variations in value internalization. Work motivation, especially through recognition, strongly drives adherence to rules and task completion, despite some conflicting findings, as non-material factors like responsibility and loyalty play a key role in bureaucratic settings.

For the Finance and Asset Bureau, female leaders should strengthen participatory and communicative leadership by involving employees in decision-making and fostering trust to enhance discipline. The bureau should reinforce organizational culture through consistent rule enforcement, exemplary leadership, and activities like training to internalize core values, while also addressing intrinsic motivation (e.g., challenging tasks, growth opportunities) and extrinsic factors (e.g., fair compensation, supportive environments). From a managerial perspective, these findings suggest that human resource management in the public sector should integrate leadership development programs with organizational culture initiatives and motivation-enhancing strategies. Structured mentorship, performance feedback systems, and career planning can institutionalize participatory leadership and value-based behavior, ensuring that discipline is sustained without relying solely on top-down enforcement. For future researchers, expanding the study to other governmental units could improve generalizability, and including variables like workload or stress from preliminary surveys could provide deeper insights. Incorporating qualitative methods, such as ethnographic studies or in-depth interviews, would further elucidate workplace dynamics and leadership impacts in public sector bureaucracies.

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