THE IMPACT OF CHARISMATIC LEADERSHIP, ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL COMMITMENT ON THE DISCIPLINE

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THE IMPACT OF CHARISMATIC LEADERSHIP, ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL COMMITMENT ON THE DISCIPLINE

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Abstrak
Penelitian ini bertujuan untuk menguji pengaruh kepemimpinan karismatik, budaya organisasi, dan komitmen organisasi terhadap disiplin. Merupakan penelitian kuantitatif dengan jumlah sampel jenuh yaitu seluruh anggota organisasi pencak silat PSHT-Cabang Gresik yang berjumlah 50 orang. Berdasarkan hasil analisis dan uji hipotesis menggunakan program SPSS 26 didapatkan hasil yaitu kepemimpinan karismatik, budaya organisasi, dan komitmen organisasi berpengaruh signifikan baik secara parsial maupun simultan terhadap disiplin anggota. Penelitian ini menambahkan wacana diskusi keilmuan terkait topik khususnya di organisasi nirlaba.
Kata Kunci: budaya organisasi, kepemimpinan karismatik, komitmen organisasi

INTRODUCTION

This research is based on a pencak silat organization, which does not mean it only teaches martial arts moves or knowledge. Each exercise contains a process of internalization or character cultivation. Discipline, extraordinary leadership, and responsibility are the most visible and instilled internalization and character of students. One form of pencak silat education is the SH Terate Brotherhood organization which is based in East Java, providing opportunities for the wider community to learn pencak silat. This organization teaches the culture, knowledge and techniques of pencak silat.

One of them is PSHT Gresik Branch. The availability of professional human resources in every organization is an increasing challenge and demand in the era of globalization. [1] found a positive influence between charismatic and disciplined leadership. This shows that the higher the charismatic leadership, the higher the discipline of organizational members. The example of a leader plays a very important role in determining the discipline of its members, because the leader is used as a role model and role model by his subordinates.

Leadership is a phenomenon that has been necessary throughout human history and has continued to exist throughout this process. The leadership research process is very old and still remains the same. Therefore, research on organizations and leadership continues to be carried out for human resource development [2].

According to [3] charismatic leadership in an organization is a process carried out by a leader to influence and provide an example to its members in achieving organizational goals. The influence of organizational culture on discipline has also been proven by [4,5] who found that organizational culture has a positive effect on discipline. Command discipline creates discipline, namely discipline that comes from a recognized authority that uses frightening methods to force people to do something. This discipline is manifested in the form of certain habits and regulations. So, the discipline of organizational members can also be influenced by the culture that exists in the organization.

Furthermore [6] stated that combat sports such as boxing, judo, karate and kickbox are also associated with discipline, courage, self-development, self-confidence and self-control. Supporters of [7] which states that pencak silat instills the value of discipline. By instilling disciplinary values in PSHT members, it is hoped that all members will behave in accordance with existing rules in the university and community environment. So, in an effort to increase the discipline of PSHT members, all members of the organization must maintain good communication between superiors and subordinates, create an organizational culture and binding organizational commitment, and create a comfortable organizational environment.

THEORETICAL BASIS
A. Charismatic Leadership

"Charisma" comes from an ancient Greek word meaning "gift", and Max Weber used it for leadership and defined it as a person's heroism or exemplary character [8].

His charismatic leadership approach has been the focus of much research on communication and leadership. Concepts such as Weber, House, Burns, and Bass in [9], are based on charismatic leadership and explain positive outcomes regarding follower behavior and performance. Most people think of charismatic leaders as people who are not only friendly and likeable but also strong, dynamic, and powerful.

Charismatic leadership became more popular after the 1980s and attracted more attention than other types of leadership. Charismatic leaders can command large audiences by winning the respect of the community because of impressive traits such as self-confidence, admiration, courage, and the ability to motivate and persuade. In times of chaos, such as an economic, political, or war crisis, a charismatic leader is usually the lifeline to stop the disruption. By directing the masses with their high skills, charismatic leaders help improve the situation [10].

Charismatic leadership is a relationship between a leader and followers that results in "internal commitment to the leader's vision, very strong admiration and respect for the leader, and follower identification with the leader, the vision, and the collective formed by the leader. " The conceptualization says that charisma only exists if followers behave or say something [11,[12].

Charisma is the extraordinary value of leaders who have extraordinary drive, determination and strength, which influences others to be led, which differentiates them from each other. According to [13], charismatic leadership style is a leadership style that instills ideological principles by better articulating the organization's visions.

Exposure [14] that most theorists about charisma believe that follower perceptions and attributes are influenced by the qualities and behavior of the leader, the context of the situation, and the individual and collective needs of followers.

According to [15] the charismatic leadership style is a behavioral norm used by a person when that person tries to influence the behavior of other people to achieve their goals. Charismatic is a leadership style that is intended to influence subordinates to maximize their performance so that organizational performance and organizational goals can be achieved. This leadership style is also intended to increase employee motivation, which is expected to result in high productivity.

Charismatic leaders can play an important role in realizing motivation in their subordinates through their emotional commitment and identity to their vision, philosophy, and style and bringing about change. The ability to use personality strengths or advantages to influence the thoughts, feelings and behavior of others so that they admire and glorify the leader and are willing to

do what the leader wants. This is known as a type of charismatic leadership [16].

From the opinions above, it can be concluded that charismatic leadership can inspire, create a motivational atmosphere, and influence followers to achieve the organization's goals or vision [17,18].

The dimensions and indicators of charismatic leadership style characteristics (X1) are as follows [19]:

1. Making an imaginary.
2. Individual Danger.
3. Be considerate to the demands of the members.
4. Behave admirably.
5. Facilitating.

B. Organizational Culture

No matter what cultural ties are created, they still exist in people's daily lives. Cultural ties are created by individuals or groups involved in a family, group, business, or country. How people interact with each other and act to complete tasks determines their culture. In culture, people gather in societal groups to act and behave in a uniform way. With time, a culture will definitely form in an organization and it can be seen that it helps the organization work better.

[20] talks about how organizational culture develops from individual behavior in an organization. This behavior is influenced by the philosophy of the organization's founder, who instills the basic values adopted by the organization. These values are applied in work ethics that are in accordance with organizational rules and principles. [21] claim that organizational commitment is influenced by organizational culture. Meanwhile, the opinion of [22] states that individual and organizational performance is greatly influenced by organizational culture.

To survive and survive in the future, organizations must maintain their relationship with their environment. To survive, an organization must impart its cultural values to new members. Organizations are like extended families if they adopt a community culture. In this culture, employees embrace the organization, build connections according to shared values, and act together. Community leaders serve as a compass. Unity and loyalty have dominated relationships among organizational members. They always support each other in terms of goals and values, and they accept the organization as an important part of their identity [10].

Organizational culture, according to Edgar Schein in [18], is a pattern of basic concepts created, discovered, or developed by certain groups to adapt to internal and external integration problems. Considered useful, these patterns are taught to group members to understand, think, and feel a connection to the material [23].

In a scientific perspective, organizational culture consists of two parts. One of them is the psychological component of organizational culture, which results from the creation of motivation theories and organizational conditions to improve the activities carried out, such as knowledge management in organizations, leadership, training, and organizational culture. Therefore, a scientific discipline that focuses on the study and explanation of processes that occur in organizations, both in the internal and external environments, emerged in the late 1950s.

Many theoretical frameworks in cultural science are called "organizational culture", and their focus is on understanding and explaining individual and group behavior in organizations [18]. Organizational culture is shared social knowledge about the rules, norms and values that shape the attitudes and culture of organizational members. This process does not matter how important the leader's role is in internalizing these rules and values, because the final results of this internalization process shape the attitudes and behavior of organizational members.

According to [24] organizational culture is a continuously developing field that helps increase company productivity. The study of organizational culture is somewhat complicated. This often results in or discovers complex principles, which require explanation or situational analysis.

There is no doubt that organizational culture influences the development of individual human resources and the organization as a whole, because organizational culture is built on indicator elements such as integrity, identity, responsibility, discipline and results orientation. These factors have a direct or indirect impact on the realization of organizational commitment and achievement of its performance [25].

The five main elements consist of organizational culture dimensions (X2), according to [26]:
1. Self-awareness.
2. Aggressive.
3. Character.
4. Performance.
5. Team orientation.

Organizational culture can have a relationship with several protocols with other organizations. In a scientific perspective, organizational culture consists of two parts. One of them is the psychological component of organizational culture, which results from the creation of a theory of organizational motivation and organizational conditions to improve the activities carried out. Some examples of these conditions include leadership, organizational culture, training, and knowledge management in organizations [27].

Organizational culture is also an aspect that can improve performance. The better the organizational culture, the more employee performance will increase. [20] explained that organizational culture transformation comes from the basic behavior of individuals participating in an organization. This behavior is associated with the philosophy of the organization's founder, who instilled the basic values adopted by the organization to create harmonious work ethics. With organizational standards and rules. One component of performance appraisal is the result of the core cultural values created. On the contrary, the implementation of a core organizational culture has helped human resources reach their potential, strengthen work units, and achieve organizational goals [28].

Organizational culture is the basic assumptions and beliefs shared by all members [29]. A group's view of the world and its position in it, time and space, human nature, and human relationships are the sources of these beliefs.

C. Organizational Commitment

The concept of work commitment means implementing good behavior through a strong orientation towards the workplace organization. According to [30], organizational commitment is a commitment that involves an active relationship with the work organization even though it looks like a passive commitment. Organizational commitment is a person's behavior towards the organization in the form of loyalty and achievement of the organization's Vision, Mission and goals. A person is said to have a high commitment to a company or organization, which can be recognized by characteristics including strong belief and acceptance of the organization's goals and values, a strong willingness to work for the organization and a strong desire to remain a member of the organization. The organizational commitment means accepting the direction and goals of the organization and also wanting to be part of it [31]. The opinion of [8] is that in certain organizations, commitment is the way an employee behaves towards their work. Commitment is a system of identifying employee conditions that helps certain organizations retain members.

Arguments [18] define organizational commitment as ongoing actions that demonstrate employee loyalty and are a way for

organizational members to show their interest in the success and good of the organization. An important behavioral factor called "organizational commitment" can be used to measure an employee's propensity to remain as a member of the organization. Apart from that, a very dedicated employee will always try to grow for the betterment of the organization. Meanwhile, according to [17], employee commitment to an organization is a condition when employees take sides between the organization and its goals. With the intention of maintaining membership in the organization.

[32] states that the organizational commitment indicator aspect (X3) is divided into three forms, namely:

1. Affective Commitment. Namely, it relates to the extent to which employees like the organization depending on their emotional and affective commitment to the organization's values. This influences personal attributes, structural attributes, and work experience.

2. Continuous Commitment. In terms of the number of employees who continue to commit, their main reason for staying with the company is the need to stay there. While there are various possible reasons why someone should stay with a company, the main reason is lack of job opportunities and proper compensation.

3. Normative Commitment. Most normatively committed employees believe that they should stay at their company, while normatively committed employees also feel guilty at the prospect of leaving.

Based on [33], three components consist of organizational commitment, according to experts: (1) having a strong belief in the principles and goals of the organization, (2) making all necessary efforts to benefit the organization, and (3) want to continue joining the organization.

[34] describes commitment as a state in which a person is a fair organization and has the goals and desire to maintain his position within

it. And much research on organizational culture has demonstrated organizational commitment. Based on the study above, organizational commitment is defined as "a psychological state that (a) marks an employee's relationship with the organization, and (b) has implications for the decision to continue or terminate membership in the organization [35].

D. Discipline

One of the attitudes and behaviors that can be introduced and accustomed to through the environment is discipline [7]. Organizations or companies have an obligation to monitor the discipline of their members, so that their performance is better and they do not do things that are not important in their work. outside working hours or regulations. Caring or behaving directly in a harmonious relationship and in accordance with the desired goals is the goal of work discipline. Work discipline also aims to achieve attitudes and behavior in accordance with applicable rules or regulations and taking the initiative to take necessary actions, unless ordered by the instructor or leader [36].

Discipline can be defined as a person's awareness and desire to carry out their duties and responsibilities [37]. Discipline is an action that shows orderly and obedient behavior in various situations and the applicable regulations [38]. Discipline is also related to systematic instructions given to students. Because disciplining can have the meaning of instructing individuals to follow a certain scheme through certain rules.

According to [39], there are eight indicators of discipline (Y):

1. Goals and Capabilities.
2. Role Model
3. Return services.
4. Justice.
5. Punishment Sanctions.
6. Assertiveness.
7. Human Relations.

According to [40], discipline can be defined as the attitude of an individual or group that tries to follow established rules. Discipline is an action that shows regular behavior and obeys various rules. "To discipline means instructing people to follow a certain order through certain rules" [41].

In pencak silat, discipline is visible from the start, because every exercise has rules and regulations. This includes starting the workout with a prayer, lining up, being respectful, traditional sitting posture, lining up according to belt level, following the trainer's instructions, knowing when the workout starts and when to stop.

In the context of pencak silat organizations, the concept of discipline refers to the attitudes and behavior of members or students who demonstrate compliance with the coach or leader with organizational rules. It is very important for the PSHT organization to form member discipline. Because members can complete their duties and obligations within the organization well. although overall it doesn't make a good job. However, members will develop into better and more consistent individuals.

Discipline aims to build character consciously, so that they can maintain attitudes and behavior that are in accordance with the norms, rules and regulations that apply in the college or organization [42]. An attitude of mutual respect must be instilled in members who excel, either voluntarily or forced as part of the important concept of discipline according to several opinions from [43, 44, 45].
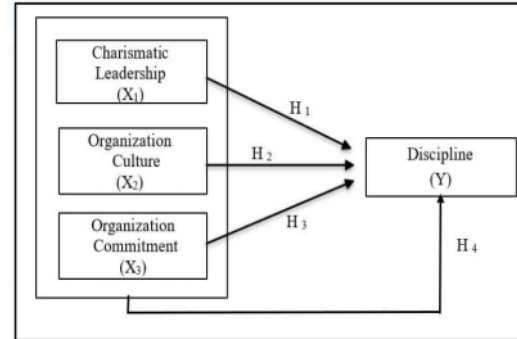
Conceptual Framework

Figure 1. Conceptual framework

Research hypothesis

Based on the conceptual framework mentioned above, hypotheses can be formulated:

H1: Charismatic leadership has a partially significant effect on the discipline of PSHT Gresik branch pencak silat members.

H2: Organizational culture has a partially significant effect on the discipline of PSHT Gresik branch pencak silat members.

H3: Organizational commitment has a partially significant effect on the discipline of PSHT Gresik branch pencak silat members.

H4: Charismatic leadership, organizational culture, and organizational commitment simultaneously have a significant effect on the discipline of Gresik branch PSHT pencak silat members.

RESEARCH METHODOLOGY

According to [46] Quantitative data methods are research approaches based on positivism (concrete data). The data used for research consists of numbers that will be tested using statistics to determine the relationship between the problem being studied and the results.

Population is a generalized area consisting of objects or subjects that have certain quantities and features chosen by researchers to study before making conclusions [46]. This research includes all members of the

Gresik branch of the PSHT pencak silat organization, totaling 50 people.

Exposure sampling also known as "sampling technique", is the process of selecting a number of elements from the population under study to be sampled and gaining an understanding of the various characteristics and traits of the sampled subjects so that they can be generalized to elements of the population. This research used a saturated sample of all members of the Gresik branch of the PSHT pencak silat organization, totaling 50 people.

This information data collection method uses:
1. Observation, which means observing PSHT Gresik branch pencak silat members directly in the field.
2. Questionnaires were directly given to members of the Gresik branch of PSHT pencak silat. A questionnaire is a data collection method that provides a set of questions or written statements to the person surveyed to obtain answers [46].

RESULTS AND DISCUSSION

Multiple Linear Regression Test

Table 1. Multiple Linear Regression Test Results

Model	B	Std.Error	Beta	t	Sig.
(Constant)	3,839	2,557		1,501	0,140
The Charismatic leadership	0,277	0,111	0,313	2,498	0,016
The Organizational culture	0,253	0,120	0,267	2,111	0,040
The Organizational Commitment	0,288	0,144	0,304	2,519	0,015

Known regression equation:
$Y = 3.839 + 0.277X1 + 0.253X2 + 0.288X3 + e$
as shown in the table above, then as an interpretation:

1. The constant value (a) has a positive value of 3.839, which shows a unidirectional influence between the independent variable and the dependent variable. This shows that if all independent variables, including charismatic leadership (X1), organizational culture (X2), and organizational commitment (X3) value 0% or do not change, then the discipline value of PSHT pencak silat members is 3.839.
2. The regression coefficient for the charismatic leadership variable (X1) has a positive value of 0.277, which indicates that, assuming the other independent variables are constant, the discipline of pencak silat members will increase by 0.277 if the charismatic leadership variable increases by 1%. Positive evidence provides evidence of a unidirectional relationship between the independent variable and the dependent variable.
3. The regression coefficient value for the organizational culture variable (X2) is 0.253, which indicates that if the organizational culture variable increases by 1%, the discipline of pencak silat members will increase by 0.253, assuming the other independent variables do not change. There is a positive sign which indicates that there is a unidirectional influence between the independent variable and the dependent variable.
4. The regression coefficient for the workload variable (X3) shows a positive value of 0.288, which indicates that if the organizational commitment variable experiences an increase, meaning that with the assumption that incentives are of a fixed value (do not change), then every increase in one unit of organizational commitment will increase the discipline of pencak silat members by 0.288 per unit.

Partial t hypothesis test results

Table 2. Partial t hypothesis test results

Model	B	Beta	t	Sig.
(Constant)	3,839		1,501	0,140
The Charismatic leadership	0,277	0,313	2,498	0,016
The Organizational culture	0,253	0,267	2,111	0,040
The Organizational Commitment	0,288	0,304	2,519	0,015

Model	Sumof-Squares	df	MeanSquare	F	Sig.
Regression	190,33	3	63,442	15,31	,000[b]
Residual	190,65	46	4,145		
Total	380,98	49			

The results of testing the t hypothesis data above can be explained as follows:
1. The charismatic leadership variable (X1) has a partially significant influence on member discipline (Y) in the Gresik branch of the PSHT organization, based on the t value (2.498) > the t table value (2.012) and the sig value 0.016 < 0.05, so that H1 is accepted and H0 is rejected. The results of this research are the same as research conducted by [1, 47] that charismatic leadership has an impact on discipline.
2. The organizational culture variable (X2) has a partially significant influence on member discipline (Y) in the Gresik branch of the PSHT organization, based on the t-count value (2.111) > t-table value (2.012), and the sig value of 0.040 is less than 0.05. So H2 is accepted and H0 is rejected. This research is in line with [48, 49], 50] which found that organizational culture influences discipline.
3. The organizational commitment variable (X3) has a partially significant influence on member discipline (Y) in the Gresik branch of the PSHT organization, from the results of the t-count value (2.519) > t-table value (2.012) with a sig value of 0.015 < 0.05. This condition shows that H3 is accepted and H0 is rejected, the results of this research are in line with [51].

Hypothesis F Test (simultaneous test)

Table 3. Hypothesis F Test Results

The results of the simultaneous F test are shown in the table above, where the calculated F-value (15.307) is greater than the F-table (2.80), with a sig value of 0.000 < 0.05. This shows that charismatic leadership (X1), organizational culture (X2) and organizational commitment (X3) simultaneously have a significant effect on member discipline (Y) in the Gresik branch of the PSHT organization.

Coefficient of Determination Test

Table 4. Coefficient of Determination Test Results

Model	R	RSquare	AdjustedR Square	Std.Errorofthe Estimate
1	,707[a]	0,5	0,467	2,036

The results of the determination test show an R-square value of 0.50 or 50%. This shows that the research's independent variables, including charismatic leadership (X1), organizational culture (X2), and organizational commitment (X3), have the ability of 50% to explain their influence on member discipline (Y) in the Gresik branch of the PSHT organization. Meanwhile, other variables, namely other factors, influence the remaining 50%.

CLOSING
Conclusion
According to the results of analysis and hypothesis testing, it can be concluded:
1. Charismatic leadership (X1) has a partially significant effect on the discipline of members (Y) in the Gresik branch of the PSHT organization.

2. Organizational culture (X2) has a partially significant effect on member discipline (Y) in the Gresik branch of the PSHT organization.
3. Organizational commitment (X3) has a partially significant effect on member discipline (Y) in the Gresik branch of the PSHT organization.
4. Charismatic leadership (X1), organizational culture (X2) and organizational commitment (X3) together influence work discipline (Y) in the PSHT Gresik Branch pencak silat organization.

Suggestion

Researchers provide suggestions to various parties involved in this research, as follows:

1. Pencak silat PSHT Gresik Branch In this research, the organizational commitment of members of pencak silat PSHT Gresik Branch has reached a good stage. It is hoped that members will maintain an attitude of organizational commitment to be able to improve their discipline. Good discipline is able to reflect a person's responsibility towards their duties. And organizations must provide enthusiasm or motivation to members to foster a high spirit of loyalty in members. Therefore, it is important for organizations to provide several activities or whatever to increase commitment in members.
2. Future researchers It is hoped that future researchers will be able to increase the research sample. Increasing the number of samples in the research will make the research better. And you can add other variables.

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