

# **Analysis of Organizational Culture, Supervision, and Leadership Role Modeling on Employee Work Discipline at PT Belawan New Container Terminal**

**Joko Edi Susilo, Daud Arifin, Husni Muharram Ritonga**

## **Abstract**

This research conducted to analyze the influence of organizational culture, supervision, and leadership role modeling on employee work discipline at PT Belawan New Container Terminal. The study used a quantitative approach with an associative research design and applied multiple linear regression analysis to examine the relationships and effects among the variables studied. The research population consisted of all company employees totaling 210 people. The sample size was determined using the Slovin formula, resulting in 68 permanent employees as respondents, selected through purposive sampling. Data were collected through the distribution of questionnaires to respondents in 2025. The collected data were then processed and analyzed using SPSS version 24.0. The results of the analysis showed that organizational culture, supervision, and leadership role modeling had a positive and significant effect on work discipline, both partially and simultaneously. The regression equation obtained in this study was  $Y = 5.231 + 0.365X_1 + 0.252X_2 + 0.146X_3 + e$ . The findings also indicated that organizational culture was the variable with the greatest influence on work discipline compared to the other variables, as reflected by the largest regression coefficient. All hypotheses proposed in this study were proven and accepted because the test results were consistent with the research hypotheses. The coefficient of determination indicated that 85.9% of the variation in work discipline could be explained by organizational culture, supervision, and leadership role modeling, while the remaining percentage was influenced by other factors outside the research model. In addition, the relationship between the three independent variables and work discipline was categorized as very strong.

**Keywords:** Organizational Culture, Supervision, Leadership Role Modeling, Work Discipline.

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**Introduction**

PT Belawan New Container Terminal is one of the strategic entities within the national logistics system, serving as a container terminal operator with a strong orientation toward efficiency, safety, and service reliability [1]. As part of the maritime distribution network, the company carries out export, import, and domestic loading and unloading activities through the implementation of standardized operating procedures, the utilization of port-related technologies, and human resource management aimed at achieving optimal productivity [2]. The complexity of container terminal operations requires strong integration among work systems, equipment, and employee work behavior to ensure that operational processes run smoothly, punctually, and in accordance with occupational safety regulations.

Within the company, employee work discipline is a crucial factor in determining operational stability and effectiveness [3]. Work discipline is reflected in punctual attendance, compliance with applicable rules and procedures, professional work attitudes, and responsibility in completing assigned tasks [4]. A container terminal environment that involves heavy equipment operation, container flow management, and cross-unit coordination demands a consistent level of discipline to minimize operational risks and maintain service quality. Work discipline not only functions as a behavioral guideline but also serves as a control mechanism that supports the achievement of organizational objectives [5].

However, based on employee attendance data for the 2022–2024 period, challenges related to discipline remain evident, particularly in terms of attendance and punctuality. The data indicate an increasing trend in absenteeism without notice (alpha) and tardiness, especially in 2024, with relatively high levels of lateness occurring almost every month. This condition suggests that punctual attendance has not yet been fully optimized. Although authorized leave is legally acceptable, its relatively high frequency during certain periods may also affect task allocation consistency and operational readiness. Overall, the attendance data illustrate that attendance-related aspects still require attention as part of efforts to strengthen employee work discipline.

**Table 1.** Results of the Preliminary Survey

No	Statements	Setuju		Tidak Setuju		Total	
		Jumlah	%	Jumlah	%	Jumlah	%
<b>Work Discipline</b>							
1	Employees consistently arrive at the workplace on time	8	40%	12	60%	20	100%
2	Employees comply with applicable policies and procedures in the work environment	9	45%	11	55%	20	100%
3	Employees maintain integrity and ethics in every aspect of their work	8	40%	12	60%	20	100%
4	Employees strive to complete their work responsibilities with full accountability	10	50%	10	50%	20	100%
<b>Organizational Culture</b>							
1	Employees often view leaders’ actions as good guidance in performing their duties	8	40%	12	60%	20	100%
2	Leaders effectively ensure that the organizational mission is implemented in accordance with established objectives	10	50%	10	50%	20	100%
3	Employees are encouraged to improve their skills and knowledge to support a positive work culture	9	45%	11	55%	20	100%

No	Statements	Setuju		Tidak Setuju		Total	
		Jumlah	%	Jumlah	%	Jumlah	%
4	Leaders provide the necessary encouragement to enhance workplace innovation	7	35%	13	65%	20	100%
<b>Supervision</b>							
1	Employees are given flexibility in completing tasks in their own ways	8	40%	12	60%	20	100%
2	Employees' daily work is systematically supervised by the organization	7	35%	13	65%	20	100%
3	Management has clear and measurable supervision standards in monitoring employees	6	30%	14	70%	20	100%
4	Employees' work is carefully evaluated on a daily basis by the organization/supervisors	7	35%	13	65%	20	100%
<b>Leadership Role Modeling</b>							
1	Leaders demonstrate strong consistency between words and actions in their daily work	10	50%	10	50%	20	100%
2	Leaders act honestly and transparently in managing and leading the company	8	40%	12	60%	20	100%
3	Leaders are able to understand and empathize with the feelings, needs, and perspectives of subordinates	8	40%	12	60%	20	100%
4	Leaders apply fair and objective treatment toward all subordinates	12	60%	8	40%	20	100%

The results of the preliminary survey among employees further reinforce these indications. For the work discipline variable, most respondents stated that punctual attendance, compliance with policies and procedures, and the application of work ethics have not been fully consistent. In addition, responsibility in completing tasks still shows variations in employee perceptions. These findings indicate that work discipline has not yet been uniformly internalized, potentially affecting workflow continuity and the effectiveness of operational coordination.

Employee work discipline does not stand alone but is influenced by various organizational factors. One important factor is organizational culture, which reflects shared values, norms, and work habits [6]. The preliminary survey results indicate that organizational culture at PT Belawan New Container Terminal still faces challenges related to leadership role modeling, understanding of the organizational mission, employee learning processes, and the provision of work motivation. Some respondents perceived that leaders' actions have not fully served as behavioral references, competency development encouragement has not been evenly distributed, and motivation for innovation still needs improvement. These conditions suggest that the internalization of organizational cultural values has not yet been fully effective in shaping disciplined work behavior.

Effective supervision requires clarity of work standards, structured performance measurement, consistent monitoring, and appropriate follow-up actions [7]. The preliminary survey indicates that supervision within the work environment still encounters obstacles, particularly regarding the clarity of supervision standards and consistency of performance evaluations. Some employees perceived that their work is not evaluated routinely and that supervision standards are not clearly measurable. This situation may lead to discrepancies

between planned activities and actual outcomes, thereby affecting employee discipline and accountability.

Leadership role modeling also plays a strategic role in shaping work discipline [8]. Leaders are expected to demonstrate consistency between words and actions, act honestly and transparently, show empathy toward subordinates, and apply principles of fairness in decision-making. The preliminary survey results reveal varied employee perceptions of leadership role modeling, with some respondents indicating that aspects of honesty, empathy, and leadership consistency have not been fully perceived. These variations suggest that leadership figures as role models have not yet been sufficiently strong in encouraging disciplined work behavior.

Employee work discipline at PT Belawan New Container Terminal is closely related to organizational culture, the effectiveness of supervision, and leadership role modeling. These three factors interact with one another in shaping employees' daily work behavior [9]. Accordingly, this study formulates the research problem of whether organizational culture, supervision, and leadership role modeling simultaneously have a positive and significant effect on employee work discipline at PT Belawan New Container Terminal.

## **Literature Review**

### **Work Discipline**

Work discipline refers to an individual's willingness and readiness to comply with and adhere to all rules and work norms applicable within the organizational environment [4]. In this study, work discipline is measured using the following indicators: attendance, compliance with regulations, work attitude, and responsibility in carrying out duties [4]. Sutrisno explains that the factors influencing work discipline can generally be classified into two categories, namely internal (intrinsic) factors originating from individuals and external (extrinsic) factors arising from the work environment. Several key external factors include organizational culture, supervision, and leadership role modeling [4].

### **Organizational Culture**

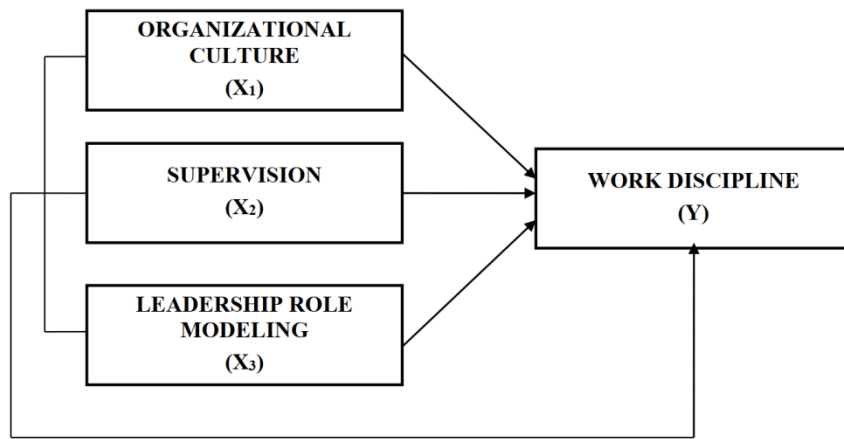
Organizational culture is defined as a set of values and perspectives on life that develop within an organization and are reflected in the attitudes, behaviors, beliefs, and working methods of its members [10]. In this study, organizational culture is measured through the following indicators: leadership behavior, emphasis on the organizational mission, learning processes, and motivation [10].

### **Supervision**

Supervision refers to a series of managerial activities aimed at ensuring that work implementation proceeds in accordance with predetermined plans [11]. In this study, supervision is measured using the following indicators: establishment of standards, performance measurement, implementation of work processes, comparison of results, and corrective actions [11].

### **Leadership Role Modeling**

Leadership role modeling refers to leaders' behaviors that demonstrate positive values, such as honesty, hard work, and dedication, thereby serving as role models for subordinates [12]. In this study, leadership role modeling is measured using the indicators of consistency, honesty, empathy, fairness, and competence [12].



**Figure 1.** Conceptual Framework of the Study

The hypothesis proposed in this study is that organizational culture, supervision, and leadership role modeling simultaneously have a positive and significant effect on employee work discipline at PT Belawan New Container Terminal.

**Research Methodology**

This study employs a quantitative approach with a causal associative research design, aimed at analyzing the influence of organizational culture, supervision, and leadership role modeling on employee work discipline [13]. The data used consist of primary data collected through the distribution of questionnaires to respondents, while secondary data were obtained from relevant company documentation. Multiple linear regression analysis was applied as the data analysis technique, as the study involves more than one independent variable and seeks to examine both partial and simultaneous effects [14].

The population of this study comprises all permanent employees of PT Belawan New Container Terminal, totaling 210 individuals. Sample determination was conducted using the Slovin formula with a margin of error of 10%, resulting in a sample size of 68 respondents [15]. The sampling technique employed was purposive sampling, with criteria including permanent employment status, a minimum tenure of one year, and non-managerial positions. This approach was chosen to ensure that respondents possessed sufficient understanding of the company’s systems and work culture.

The research instrument consisted of a closed-ended questionnaire developed based on the indicators of each variable and measured using a five-point Likert scale, ranging from strongly disagree to strongly agree [16]. The independent variables in this study include Organizational Culture (X1), Supervision (X2), and Leadership Role Modeling (X3), while the dependent variable is employee work discipline. Prior to further analysis, the data were tested for validity and reliability to ensure the adequacy of the research instrument [17].

Data analysis was conducted through classical assumption tests, including normality, multicollinearity, and heteroskedasticity tests [18]. After the regression model met the required assumptions, multiple linear regression analysis was employed to test the research hypotheses [19]. Hypothesis testing was conducted using the t-test to examine partial effects and the F-test to assess simultaneous effects, with a significance level of 5% [20]. Additionally, the coefficient of determination was used to measure the extent to which the independent variables explain variations in employee work discipline [21].

**Results**

**Data Quality Test (Validity and Reliability)**

**Table 2.** Results of Validity and Reliability Tests

Organizational Culture (X <sub>1</sub> )			Supervision (X <sub>2</sub> )			Leadership Role Modeling (X <sub>3</sub> )			Work Discipline (Y)		
Simbol	r <sub>hitung</sub>	Cronbach's Alpha	Simbol	r <sub>hitung</sub>	Cronbach's Alpha	Simbol	r <sub>hitung</sub>	Cronbach's Alpha	Simbol	r <sub>hitung</sub>	Cronbach's Alpha
X <sub>1-1,1</sub>	0,646	0,920	X <sub>2-1,1</sub>	0,725	0,926	X <sub>3-1,1</sub>	0,757	0,928	Y <sub>1-1,1</sub>	0,674	0,867
X <sub>1-1,2</sub>	0,713	0,915	X <sub>2-1,2</sub>	0,659	0,929	X <sub>3-1,2</sub>	0,736	0,929	Y <sub>1-1,2</sub>	0,543	0,880
X <sub>1-2,1</sub>	0,748	0,912	X <sub>2-2,1</sub>	0,592	0,933	X <sub>3-2,1</sub>	0,701	0,931	Y <sub>1-2,1</sub>	0,534	0,882
X <sub>1-2,2</sub>	0,724	0,914	X <sub>2-2,2</sub>	0,834	0,920	X <sub>3-2,2</sub>	0,778	0,927	Y <sub>1-2,2</sub>	0,736	0,860
X <sub>1-3,1</sub>	0,812	0,907	X <sub>2-3,1</sub>	0,784	0,923	X <sub>3-3,1</sub>	0,794	0,926	Y <sub>1-3,1</sub>	0,675	0,867
X <sub>1-3,2</sub>	0,808	0,907	X <sub>2-3,2</sub>	0,844	0,920	X <sub>3-3,2</sub>	0,716	0,930	Y <sub>1-3,2</sub>	0,574	0,877
X <sub>1-4,1</sub>	0,675	0,918	X <sub>2-4,1</sub>	0,863	0,919	X <sub>3-4,1</sub>	0,790	0,926	Y <sub>1-4,1</sub>	0,759	0,859
X <sub>1-4,2</sub>	0,804	0,907	X <sub>2-4,2</sub>	0,580	0,933	X <sub>3-4,2</sub>	0,801	0,926	Y <sub>1-4,2</sub>	0,753	0,861
-	-	-	X <sub>2-5,1</sub>	0,767	0,924	X <sub>3-5,1</sub>	0,707	0,930	-	-	-
-	-	-	X <sub>2-5,2</sub>	0,695	0,927	X <sub>3-5,2</sub>	0,641	0,933	-	-	-

The results of the validity and reliability tests indicate that all questionnaire items meet the criteria for an acceptable research instrument. This is evidenced by correlation coefficient (r-count) values exceeding 0.30 and Cronbach's Alpha values greater than 0.70, indicating that the data are valid and reliable for further analysis [3].

### Classical Assumption Tests (Normality, Multicollinearity, and Heteroskedasticity)

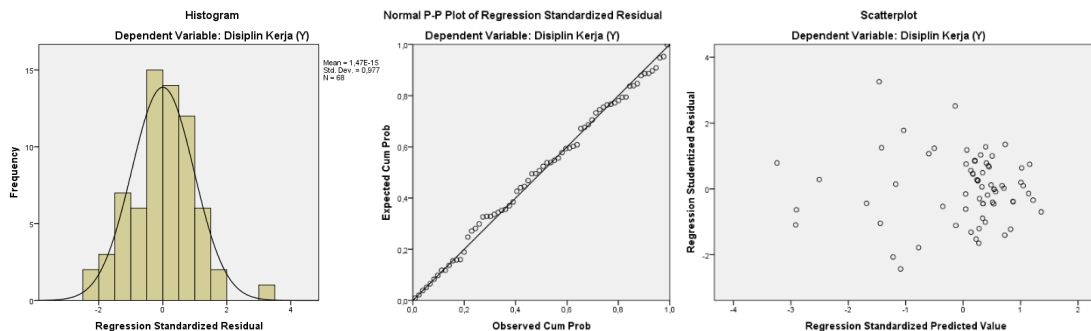


Figure 2. Histogram, P–P Plot, and Scatterplot

The normality test using the histogram shows that the residual distribution follows a bell-shaped curve with symmetrical data dispersion centered around zero. No skewness to the left or right is observed, indicating that the residuals are normally distributed [15]. This finding is supported by the P–P Plot, which shows that all data points follow the diagonal line, confirming that the normality assumption in the regression model has been satisfied [18].

The heteroskedasticity test using a scatterplot reveals that the residual points are randomly distributed above and below the zero line without forming any specific pattern. This condition indicates that the residual variance is constant and that the regression model is free from heteroskedasticity issues [9].

Table 3. Multicollinearity Test Results

Model	Coefficients <sup>a</sup>			Rules	Conclusion
	Collinearity Statistics				
	Tolerance	VIF	Sig.		
1 (Constant)			0,000		
Organizational Culture (X <sub>1</sub> )	<b>0,256</b>	<b>3,906</b>	<b>0,128</b>	Tolerance > 0,10	There are no multicollinearity and heteroscedasticity problems.
Supervision (X <sub>2</sub> )	<b>0,214</b>	<b>4,684</b>	<b>0,867</b>	VIF > 10,	
Leadership Role Modeling (X <sub>3</sub> )	<b>0,248</b>	<b>4,033</b>	<b>0,715</b>	Sig. > 0,05	

a. Dependent Variable: Work Discipline (Y)      a. Dependent Variable: ABSOLUTE RESIDUAL

The multicollinearity test results show that all independent variables have tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values below 10. This indicates the absence of strong correlations among independent variables, confirming that the regression model does not suffer from multicollinearity [13].

The Glejser test further supports these findings, with significance values for all variables exceeding 0.05, indicating that the regression model is suitable for use [3][15].

**Table 4** Multiple Linear Regression Analysis and Partial t-Test Results

Model	Coefficients <sup>a</sup>			ANOVA <sup>a</sup>			
	Unstandardized Coefficients		Standardized Coefficients	Uji t		Uji F	
	B	Std. Error	Beta	t <sub>hitung</sub>	Sig.	F <sub>hitung</sub>	Sig.
1 (Constant)	<b>5,231</b>	1,348		3,880	0,000		
Organizational Culture (X <sub>1</sub> )	<b>0,365</b>	0,104	<b>0,406</b>	<b>3,513</b>	<b>0,001</b>	<b>137,618</b>	<b>0,000<sup>b</sup></b>
Supervision (X <sub>2</sub> )	<b>0,252</b>	0,091	0,350	<b>2,777</b>	<b>0,007</b>		
Leadership Role Modeling (X <sub>3</sub> )	<b>0,146</b>	0,063	0,214	<b>2,318</b>	<b>0,024</b>		

a. Dependent Variable: Work Discipline (Y)  
b. Predictors: (Constant), Organizational Culture (X<sub>1</sub>), Supervision (X<sub>2</sub>), Leadership Role Modeling (X<sub>3</sub>)

The multiple linear regression analysis yields the following equation: [15]

$$Y = 5,231 + 0,365X_1 + 0,252X_2 + 0,146X_3 + e.$$

The constant value of 5.231 indicates that employee work discipline retains a baseline value even when all independent variables are held constant, suggesting the influence of other factors outside the research model [22].

The regression coefficient for Organizational Culture (X<sub>1</sub>) is 0.365, indicating a positive effect, meaning that improvements in organizational culture are associated with increases in employee work discipline [23]. The t-value of 3.513 exceeds the t-table value of 1.998, with a significance level of 0.001 < 0.05, demonstrating a statistically significant effect. This indicates that organizational culture has a substantial and convincing influence on employee work discipline [24].

The Supervision variable (X<sub>2</sub>) has a regression coefficient of 0.252, indicating a positive effect on work discipline [25]. The t-value of 2.777 exceeds the t-table value of 1.998, with a

significance level of  $0.007 < 0.05$ , confirming that improved supervision significantly enhances employee work discipline [26].

Furthermore, Leadership Role Modeling (X3) has a regression coefficient of 0.146, indicating a positive influence, meaning that better leadership role modeling leads to higher levels of employee work discipline [27]. The t-value of 2.318 exceeds the t-table value of 1.998, with a significance level of  $0.024 < 0.05$ , indicating that the effect is statistically significant [28].

Organizational culture emerges as the most dominant variable, as it has the highest regression coefficient, standardized beta value, and t-value, namely 0.365, 0.406, and 3.513, respectively [3][15]. Simultaneously, the F-test results show an F-value of 137.618, exceeding the F-table value of 2.748, with a significance level of  $0.000 < 0.05$ . This confirms that organizational culture, supervision, and leadership role modeling jointly have a positive and significant effect on employee work discipline [9].

**Table 5.** Results of the Coefficient of Determination Test

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	<b>0,930<sup>a</sup></b>	0,866	<b>0,859</b>	2,19403

a. Predictors: (Constant), Leadership Role Modeling (X3), Organizational Culture (X1), Supervision (X2)  
 b. Dependent Variable: Work Discipline (Y)

The coefficient of determination test yields an Adjusted R Square value of 0.859, indicating that 85.9% of the variation in employee work discipline can be explained by the three independent variables, while the remaining 14.1% is influenced by other factors outside the model [15]. The correlation coefficient (R) value of 0.930 indicates a very strong relationship, suggesting that the regression model is highly robust [3].

**Discussion**

**The Effect of Organizational Culture (X1) on Work Discipline (Y)**

Based on the results of the multiple linear regression analysis and the t-test, organizational culture is partially proven to have a positive and significant effect on employee work discipline at PT Belawan New Container Terminal. This finding is consistent with the theory proposed by Sutrisno, who states that organizational culture is one of the key factors influencing work discipline [4]. The results of this study are also in line with several previous empirical studies demonstrating that organizational culture has a positive and significant effect on work discipline [5][6][22][23][24]. Therefore, the hypothesis stating that organizational culture influences work discipline is empirically supported and accepted [29].

At PT Belawan New Container Terminal, organizational culture serves as a fundamental system of values, norms, and work practices that collectively shape employee behavior in daily operations. As a container terminal that continues to develop and aims to become a strategic logistics gateway in the Malacca Strait and Sumatra region, BNCT explicitly instills values such as professionalism, integrity, adaptability, and collaboration within its organizational structure and managerial practices. These values are reflected in internal programs emphasizing cross-unit collaboration, operational capacity enhancement, and consistent service quality aligned with international standards. A strong and well-internalized culture creates social and professional expectations that encourage employees to align their behavior with organizational values, thereby integrating work discipline into everyday work routines.

The positive influence of organizational culture on work discipline occurs because a consistent culture provides a clear behavioral reference framework [30]. When employees understand and embrace shared values such as competence, loyalty, and workplace harmony, they are more likely to comply with procedures, maintain punctuality, and complete tasks in

accordance with operational standards [29]. For instance, the implementation of continuous improvement initiatives through LEAN projects and the practical application of the 5S culture foster an orderly and professional work environment. Such initiatives not only enhance operational efficiency but also reinforce discipline through structured work patterns, individual accountability, and collective commitment to quality. The positive coefficient between organizational culture and work discipline indicates that the stronger the organizational culture, the higher the level of employee discipline in meeting operational expectations [23][24].

Furthermore, BNCT's organizational culture is not solely oriented toward internal productivity but also reflects a commitment to sustainability and social responsibility, such as the Tumbuh Bersama program involving surrounding communities. This approach broadens employees' understanding of the organization's role beyond terminal operations, encouraging them to perceive work discipline as part of their contribution to broader corporate strategic objectives. A strong organizational culture not only facilitates compliance with technical regulations but also fosters a sense of belonging and intrinsic motivation that consistently drives disciplined behavior across all organizational levels [6][30].

### **The Effect of Supervision (X2) on Work Discipline (Y)**

Based on the results of the multiple linear regression analysis and the t-test, supervision is partially proven to have a positive and significant effect on employee work discipline at PT Belawan New Container Terminal. This finding aligns with Sutrisno's theory, which identifies supervision as one of the factors influencing work discipline [4]. The results are also consistent with previous studies indicating that supervision has a positive and significant impact on work discipline [7][25][26][31][32]. Thus, the hypothesis stating that supervision affects work discipline is empirically supported and accepted [33].

BNCT is a modern container terminal that commenced full operations in early 2024 and plays a strategic role in improving domestic and international logistics flows in western Indonesia, particularly North Sumatra. As part of port transformation efforts, BNCT implements standardized and measurable operational structures accompanied by strict supervision of daily work activities. This approach is an integral component of the company's management strategy to ensure service quality and operational safety as a critical logistics facility.

Supervision at BNCT encompasses various aspects, ranging from compliance with safety procedures to monitoring field operational activities. The company regularly conducts occupational safety training and technical coaching, including training modules on working at height, safety lashing cages, and pinning stations, to enhance employee competence and understanding of applicable operational and safety standards. These programs aim not only to improve technical skills but also to strengthen supervision of procedural implementation in the field, which directly affects disciplined work behavior. The development of a systematic supervision framework helps employees clearly understand performance expectations and the consequences of non-compliance.

The positive effect of supervision on work discipline at BNCT can be understood as the result of a combination of consistent performance measurement, regular feedback, and clear corrective actions. Effective supervision creates a work environment in which appropriate work behavior can be easily monitored, evaluated, and followed up, thereby encouraging employees to comply with established work standards [31]. Supervision functions not merely as a control mechanism but also as a learning and performance improvement tool that fosters discipline, operational integrity, and employee contribution toward achieving terminal service targets [32]. This significant influence indicates that supervisory practices at BNCT play a crucial role in shaping consistent disciplined work behavior.

### **The Effect of Leadership Role Modeling (X3) on Work Discipline (Y)**

Based on the results of the multiple linear regression analysis and the t-test, leadership role modeling is partially proven to have a positive and significant effect on employee work discipline at PT Belawan New Container Terminal. This finding is consistent with Sutrisno's theory, which states that leadership role modeling is one of the factors influencing work discipline [4]. The results also align with previous studies demonstrating that leadership role modeling has a positive and significant effect on work discipline [8][27][28][34]. Accordingly, the hypothesis stating that leadership role modeling influences work discipline is empirically supported and accepted [35].

BNCT is a key logistics entity that has been fully operational since early 2024 as part of the global DP World and Pelindo network, with a strong focus on efficiency, safety, and operational sustainability. As a world-class terminal operator facing high-intensity loading and unloading activities and stringent international service standards, leadership at BNCT is required not only to manage technical operations but also to serve as role models who demonstrate corporate values in daily work practices. Organizational values such as professionalism, integrity, adaptability, and collaboration are continuously emphasized by leaders in various internal forums.

Leadership role modeling is critical because leaders' attitudes and behaviors serve as references for employees in understanding normative expectations and workplace ethics [34]. When leaders consistently exemplify these values, such as through direct involvement in safety training programs, LEAN sustainability initiatives, and communication emphasizing the importance of sustainability and service quality employees are more likely to perceive organizational rules not merely as formal obligations but as part of an internalized professional commitment [35]. Leadership participation in training sessions and the involvement of external expert speakers further demonstrate how leaders act as agents of culture, instilling values that encourage disciplined behavior [36].

### **The Simultaneous Effect of Organizational Culture (X1), Supervision (X2), and Leadership Role Modeling (X3) on Work Discipline (Y)**

Based on the results of the multiple linear regression analysis and the F test, organizational culture, supervision, and leadership role modeling are simultaneously proven to have a positive and significant effect on employee work discipline at PT Belawan New Container Terminal. This finding is consistent with the theory proposed by Sutrisno, who states that work discipline is influenced by several factors, including organizational culture, supervision, and leadership role modeling [4]. The results of this study are also in line with previous empirical findings indicating that organizational culture, supervision, and leadership role modeling have a positive and significant influence on work discipline [9]. Therefore, the hypothesis stating that these variables simultaneously affect work discipline is empirically supported and acceptable [9].

PT Belawan New Container Terminal does not focus solely on the technical aspects of container loading and unloading but also emphasizes the development of a work environment that reflects professionalism, integrity, and team synergy as the foundation of a strong organizational culture. Corporate values such as trustworthiness, competence, harmony, loyalty, adaptability, and collaboration are internalized through internal policies and programs and serve as essential elements that encourage orderly work behavior and compliance with the company operational regulations.

Supervision at PT Belawan New Container Terminal is implemented through structured mechanisms, ranging from monitoring daily task execution to evaluating compliance with safety procedures and work standards. These supervisory activities are closely associated with the use of performance indicators, the dissemination of new procedures, and corrective follow up through regular feedback to employees. This approach provides clear signals regarding organizational expectations of work discipline, enabling employees not only to understand what is required but also to perceive supervision as part of a performance improvement mechanism.

In addition, consistent leadership role modeling in demonstrating work behavior aligned with organizational values further strengthens employee discipline. Leadership involvement in operational excellence improvement programs, such as the implementation of LEAN principles and the application of 5S practices, reinforces disciplined behavior among employees. Leaders who are open, communicative, and consistently demonstrate positive conduct serve as role models who influence employee perceptions and actions in performing their duties.

The simultaneous influence of these three factors occurs because PT Belawan New Container Terminal applies a holistic approach to human resource management that prioritizes not only technical aspects but also the development of a strong work culture, consistent supervision, and leadership figures who act as role models. The combination of these elements creates a structured and supportive work environment that ultimately fosters higher levels of work discipline. Work discipline in this context includes punctual attendance, compliance with terminal operational safety procedures, and task completion in accordance with company standards, all of which contribute to the stability and effectiveness of BNCT operational performance.

Organizational culture at PT Belawan New Container Terminal functions as a foundational value system that broadly guides employee behavior, thereby exerting the strongest influence on work discipline compared to supervision and leadership role modeling. Organizational culture establishes shared norms that serve as daily behavioral references, ensuring that discipline is not driven solely by supervision or leadership example but is embedded within collective work practices [30]. Values such as professionalism, integrity, collaboration, and adaptability that are widely internalized influence employee intrinsic motivation to comply with rules and operational standards, positioning organizational culture as the dominant factor in shaping work discipline within a complex environment such as a container terminal [24].

## Conclusion

Based on the research findings, it can be concluded that Organizational Culture, Supervision, and Leadership Role Modeling have a positive and significant effect on employee Work Discipline at PT Belawan New Container Terminal. Both partially and simultaneously, these three variables are able to enhance work quality, work quantity, timeliness, cost efficiency, supervisory effectiveness, and interpersonal working relationships among employees. Leadership Role Modeling demonstrates the most dominant influence in promoting sustainable work discipline.

The company is expected to further improve work discipline through strengthening organizational culture that emphasizes exemplary behavior, inspiration, and attention to employee development. In addition, human resource management should ensure that supervision aligns with job demands in order to create effective cooperation. Efforts to enhance leadership role modeling should also be reinforced by fostering work engagement, job satisfaction, and internal motivation, so that employees develop a strong sense of responsibility and attachment to their work.

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