Asian Management and Business Review, Volume 3 Issue 2, 2023: 184-198

The effect of organizational culture, supervision, and punishment on work discipline (Case study on official motorcycle dealers in Madiun City)

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Article History
Received : 2023-08-04
Revised : 2023-08-24
Accepted : 2023-08-28
Published : 2023-09-04

Keywords:
Organizational culture; punishment; supervisor; employee work discipline.

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DOI:
10.20885/AMBR.vol3.iss2.art6

Abstract

Human resources are an essential factor in the company, without human resources the company's goals will not be achieved. Official motorcycle dealers in Madiun City need superior human resources, tenacious dexterity, and innovation in carrying out the goals of motorcycle dealers to achieve sales targets. An effective way to improve motorcycle sales performance is to improve work discipline. Work discipline is a rule that binds employees to always obey the company. The research objective is to prove whether there is an influence of organizational culture, supervision, and punishment on work discipline. This research was conducted on official motorcycle sales in Madiun City using the non-probability Sampling research method, the technique for determining the population using saturated samples or census with a total of 288 employees. This research method uses a quantitative approach using SmartPLS software. The results of this study show that 1) organizational culture has a positive and significant effect on work discipline. This reflects that the organizational culture at official motorcycle dealers in Madiun City is clear and the rules set have been obeyed by sales so that there is a good working relationship between all motorcycle dealer employees, 2) supervision has a positive and significant effect on work discipline. This shows that supervisors routinely carry out supervision so that it can help the employees of motorcycle dealers, and 3) supervision has a positive and significant effect on work discipline. Implications and future direction are discussed in the last section of this article.

Introduction

Human resources are the recruitment, selection, development, retention, and utilization of human resources to achieve individual or organizational goals (Black et al., 2017). Humans are the most important component in every activity and play an important role in the company. Human resources is a series of strategies, processes, and activities designed to support company goals by integrating company and individual needs (Okpara & Wynn, 2007). Human resource management is a planning, organizing, directing, and supervising the procurement, development, compensation, integration, maintenance, and termination of employment with a view to achieving the company's organizational goals in an integrated manner (Domingues et al., 2017). The importance of human resource efforts boils down to the fact that humans are an element that is always present in every organization, where human resources set goals and find innovations to achieve organizational goals and objectives.

An effective way to improve employee performance is to improve employee work discipline. Work discipline is an action taken by leaders to encourage compliance with organizational standards (Prayogi & Lesmana, 2021). Work discipline is compliance and respect for agreements made between employees and established rules (Seifried, 2008). One of the factors that influence work discipline is organizational culture. Organizational culture is the motivation, ability, and willingness of individuals to adapt their behavior to organizational culture, this is closely related to the willingness, ability, and willingness to increase productivity (Vanesa et al., 2019).

E ISSN 2775-202X
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Organizational culture is a set of shared values that serve as guiding principles for action and as the main character of the company (Caliskan & Zhu, 2020).

Organizational culture can influence employee actions, where a strong culture can instill values that are firmly and widely accepted by employees (Gibbons & Prusak, 2020). According to research conducted by Isvandiari and Purwanto (2018); Podsakoff et al. (2010); and Goedurov (2020) which shows that organizational culture has a positive and significant effect on work discipline. This shows that in working there needs to be guidelines or rules that must be obeyed. Another factor that influences work discipline is supervision. Supervision is an effort made to observe the implementation of operational activities to provide assurance that work activities are in line with what the company has planned (Rad & De Moraes, 2009).

Based on research conducted by Marlapa and Mulyana (2020); Saputri et al. (2020); Suryantini et al. (2022); and Araffat et al. (2020) shows the results that supervision has a positive and significant effect on work discipline. However, research conducted by Arijanto and Wulandari (2019); and Ginting and Sihombing (2021) shows the results that supervision has no effect on work discipline. The factor that affects work discipline is punishment. Punishment is a strict action given by the company to employees as a step to discipline employees (Wang et al., 2023). Based on research conducted by Domingues et al. (2017); Wibowo et al. (2022); Iheanacho et al. (2017); and Van Lange et al. (2014) show the results that punishment has a positive and significant effect on work discipline. However, research conducted by Wahyuningrum (2021); and Podsakoff et al. (2010) shows the results that punishment has no effect on work discipline.

Official motorcycle dealers in Madiun City are tasked with offering products to consumers, whether or not consumers are interested in a product depends on how sales offer the product. Madiun City has many official motorcycle dealers including Honda, Yamaha, Kawasaki, Viar, Piaggio, and Tossa. The organizational culture that occurs in motorcycle dealerships includes good communication between employees, a comfortable work environment, good working relationships, courtesy, and creating of superior products. Although the dealership has a good organizational culture, what the dealership cannot do is control whether sales have been able to apply the organizational culture or not. Motorcycle sales work more in the field and deal directly with consumers, so that leaders cannot monitor motorcycle sales continuously. Other organizational cultures that must be routinely carried out are morning apples and meetings once a month, but in reality morning apples are not routinely carried out, causing a lack of communication between motorcycle sales, this has an impact on work relationships and a less conducive work environment.

Table 1. Motorcycle Sales Target and Realization

Dealer	Year	Target	Sales Realization	Percentage (%)
Surya Mustika	2018	840	843	100
	2019	975	835	86
	2020	900	800	89
	2021	868	826	95
	2022	950	875	83
Cun Motor	2018	950	955	100
	2019	900	835	93
	2020	800	765	96
	2021	826	790	96
	2022	878	879	100
Yamaha Solo Motor	2018	860	864	100
	2019	885	756	85
	2020	890	784	88
	2021	885	845	95
	2022	865	812	94

Source: Data analysis processed (2023)

If this is ignored, it will affect the non-fulfillment of the motorcycle sales target. The largest authorized dealers in Madiun City are Surya Mustika, Cun Motor, and Yamaha Solo Motor, this is seen from the service where the dealer provides user needs and provides complete units and

equipment with various types and prices that are more affordable than other dealers. The sales targets at the largest dealer in Madiun City are as follows:

Based on Table 1, it shows that the official Surya Mustika motorcycle dealer in 2018 sales can meet the sales target, namely from 843 units of 840 units with a percentage of 100%. However, in 2019-2022 sales could not meet the sales target due to COVID-19 so that all sales activities were not carried out optimally. Motorcycle dealer Cun Motor in 2018-2022 sales can meet the sales target, namely 955 units of 950 units with a percentage of 100% and 879 units of 978 units with a percentage of 100% of the target. However, in 2019, 2020, and 2021 sales could not meet the sales target due to the COVID-19 virus so that all work was done from home. Furthermore, the official Yamaha Solo Motorcycle dealer in 2018 sales were able to meet the sales target, namely 864 units out of 860 units with a percentage of 100%. However, over the past 5 years sales have decreased very significantly, this is due to the COVID-19 virus and competitive factors resulting in consumer switching.

Based on the problems that occur, the lack of supervision carried out by supervisors and leaders causes sales to be unable to meet sales targets. Supervision carried out by supervisors and leaders is very important to control the work system carried out by motorcycle sales, so that if motorcycle sales experience problems when offering products, supervisors and leaders can immediately find solutions to solve these problems. To measure the level of work discipline, supervision needs to be carried out starting from attendance, working hours, and compliance with company regulations. Both direct and indirect supervision is important to do as a form of improving the work discipline of authorized motorcycle sales in Madiun City. Sales work discipline can be seen from the attendance list carried out by sales, the following is attendance data carried out by authorized motorcycle sales at the largest dealer in Madiun City.

Table 2. Motorcycle Dealers Employee Attendance List

Dealer	Year	Number of Employees	Employee Tardiness	Percentage (%)
Surya Mustika	2018	30	10	33
	2019	27	18	67
	2020	24	10	42
	2021	24	15	63
	2022	24	10	42
Cun Motor	2018	40	17	43
	2019	35	14	40
	2020	38	23	61
	2021	38	26	68
	2022	38	23	61
Yamaha Solo Motor	2018	25	17	68
	2019	20	13	65
	2020	18	8	44
	2021	19	8	42
	2022	18	9	50

Source: Data analysis processed (2023)

Based on Table 2, it shows that there are still many sales who come late, if this is not immediately given action, motorcycle sales will feel indifferent to the organizational culture or regulations applied by motorcycle dealers. Motorcycle dealers need to improve the supervision system for work discipline. This proves that the supervision carried out is still not going well. To prevent this from happening repeatedly, official motorcycle dealers apply punishment as the fastest action against sales who violate the rules. Punishment is given to sales in the form of verbal or direct reprimands, salary deductions, not given bonuses, suspensions, demotions, and termination letters (PHK). This punishment is done so that sales can work professionally and will not repeat the same mistakes so that sales discipline will increase.

Based on the results of the narration above, the benefits of this study are expected to add insight into science and as reference material to improve work discipline. Then the problems and objectives of the study were obtained to determine and prove empirically the effect of

organizational culture, supervision, and punishment on work discipline (case study on official motorcycle dealers in Madiun City).

Literature Review and Hypotheses Development

Work discipline needs to be improved so that employees work effectively and optimally, discipline is a form of compliance with the rules set by the company (Zulmariad et al., 2022). Work discipline is the key to realizing goals, because without work discipline it is difficult to realize maximum goals (Pawirosumarto et al., 2017). Work discipline is very important to implement, making it easier for employees to control unwanted behavior in the workplace (Franklin & Pagan, 2006). The purpose of implementing work discipline is to ensure that company goals can be achieved in accordance with what has been planned. Work discipline is behavior, actions, and attitudes that are in accordance with the rules of the organization, both written and (Saputra & Mahaputra, 2022). Discipline is a management action to encourage members of the organization. Work discipline can be interpreted as the implementation of management to reinforce organizational guidelines (Rachmawati & Mauludin, 2018). According to Zulmariad et al. (2022), work discipline can be measured using indicators such as time observance, work process observance, and work result observance. One of the factors that influence work discipline is organizational culture.

A strong culture is characterized by the presence of employees who have shared core values (Dessyarti, 2018). Organizational culture includes shared expectations, values, and attitudes, which affect individuals, groups, and organizational processes (Al-Sada et al., 2017). According to Idris (2018), organizational culture can be measured using indicators such as behavioral regularities, norms, core values, philosophies, rules, and organizational climate. Organizational culture will always dominate the company's strategy to develop and survive in competing with competitors, therefore companies must know how strong the organizational culture is owned by the company to be able to develop and realize company goals (Nam Nguyen & Mohamed, 2011). According to research conducted by Syarifudin and Jaenab (2021); Al-Sada et al. (2017); and Goedurov (2020) which shows that organizational culture has a positive and significant effect on work discipline. This shows that in working there needs to be guidelines or rules that must be obeyed. Another factor that influences work discipline is supervision.

Supervision is carried out to monitor employee performance whether it is in accordance with company regulations (Yang, 2022). Supervision needs to be done to avoid irregularities that occur in the company, so that if an error occurs, the company can immediately find a solution for improvement. Therefore, it should be noted that supervision must be fact-finding in the sense that carrying out the control function requires finding facts about how tasks are carried out in the organization (Soetjipto et al., 2021). The purpose of supervision is to prevent fraud committed by employees and control employees to comply with company regulations (Tepper et al., 2017). According to Putra et al. (2021), supervision can be measured using indicators such as setting standards, measuring the implementation of activities, comparing implementation with standards and analyzing deviations and taking corrective actions. Based on research conducted by Santoso and Oktafien (2021); Hair (2013); Puspitasari and Saleh (2022); and Bakti and Hartono (2022) show the results that supervision has a positive and significant effect on work discipline. However, research conducted by Pattarani et al. (2023); and Liu et al. (2013) shows the results that supervision has no effect on work discipline.

The factor that influences work discipline is punishment. Punishment is a strict action given by the company to employees as a step to discipline employees (Niu et al., 2020). Punishment is an unpleasant action given to employees when they commit a violation, giving punishment to form an organization to be strong and highly responsible so that a good personality is created (Panekenan et al., 2019). Punishment is a sanction received by employees for not being able to do the job as ordered (Asadullah et al., 2019). According to Marlina et al. (2021), punishment can be measured using indicators such as preventive punishment and repressive punishment. Based on research conducted by Wren (2006); Hinelo et al. (2023); Bugdol (2018); and Balliet et al. (2011) show the results that punishment has a positive and significant effect on work discipline. However, research conducted by Dheviests and Riyanto (2020); and Doucet et al. (2015) shows the results that punishment has no effect on work discipline.

Then, the hypothesis of this research is as follows:

H_1: It is suspected that organizational culture positively and significantly affects work discipline

H_2: It is suspected that supervision positively and significantly affects work discipline

H_3: It is suspected that punishment affects work discipline

H_4: It is suspected that organizational culture, supervision, and punishment simultaneously positively and significantly affect work discipline

Research Methods

This research was conducted at all official motorcycle dealers in Madiun City. This research time starts from February to June 2023. This research uses a quantitative approach. The research design used is as follows:

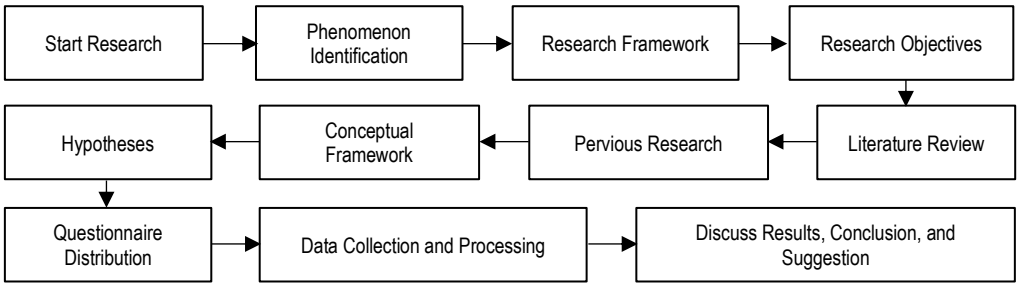

Figure 1. Research Design Procedure

The population used is official motorcycle dealers in Madiun City, totaling 288 people. This study uses nonprobability sampling, which is a sampling technique that does not provide opportunities or opportunities for each member of the population to be selected as a sample (Bernard, 2013). The technique for determining the population uses a saturated sample or census, where all the population will be used as a sample (Taylor, 2000). Data collection in this study used questionnaires distributed throughout official motorcycle dealers in Madiun City. The instrument in this study uses a Likert scale using four (4) answer choices which eliminate neutral choices to eliminate hesitant answers from sales.

This study uses data analysis techniques with the SmartPLS (Partial Least Square) data analysis method which includes descriptive analysis based on respondent characteristics, the outer model includes: 1) A validity test with the results of a value of more than >0.70 so it is feasible to test, 2) Reliability test with the results of a value of more than >0.7 so it is feasible to test, 3) Inner model (1) r-square test with the results of values 0.75, 0.50, and 0.25, (2) q-square with the results of values 0.35, 0.15, and 0.02, and 4) Hypothesis testing with the results of the calculated t-value > from t-table 1.96 for 5% significance and F-test value is > level of significant 5%.

Results and Discussion

Descriptive Analysis

This study aims to analyze employee work discipline influenced by organizational culture, supervision, and punishment at the official motorcycle dealers in Madiun City as research respondents and a description of each variable studied.

The research respondents are sales employees of authorized motorcycle dealers in Madiun City. Based on the sample determination, the number of research respondents was 288 sales. The characteristics of respondents in the study are grouped into several aspects, namely age gender, latest education, and length of service. The description of each aspect can be seen in Table 3.

Based on Table 3, it shows that the 288 sales of official motorcycle dealers in Madiun City who were respondents in this study were mostly male as many as 219 respondents or 76%, and for female respondents as many as 69 respondents or 24%. This condition illustrates that the average official motorcycle sales employee in Madiun City is male. This is in line with more work in the field, because universally men are seen as more dexterous and stronger than women (Mahlberg et al., 2013).

Table 3. Description of Respondents Profile

Description	Category	Frequency (n = 288)	Percentage (%)
Sex	Male	219	76
	Female	69	24
Ages (year)	<18	36	13
	19 – 23	53	18
	24 – 28	96	33
	29 – 34	42	15
	>35	61	21
Education	Senior high school	132	46
	Diploma	53	18
	Bachelor	103	36
Tenure (year)	0 – 5	163	57
	>5	125	43

Based on Table 3, it shows that the 288 sales of official motorcycle dealers in Madiun City who are respondents in this study are mostly aged 24-28 years, namely 96 respondents or 33%. This condition shows that Madiun City official motorcycle sales employees predominantly aged 24-28 years are in productive age, where productive age has a high level of creativity and better knowledge and insight as well as high responsibility for the assigned tasks (Srimulatsih, 2022).

Based on Table 3, it shows that of the 288 official motorcycle dealers in Madiun City who are respondents in this study, the majority have a senior high school/vocational high school education, namely 132 respondents or 46%. This shows that many employees of the official motorcycle sales in Madiun City come from a middle level of education or equivalent. According to Widowati et al. (2022), the reality that senior high school/vocational high school graduates are more absorbed by the industry, because the majority of the industrial sector does not only require smart labor.

Based on Table 3, it shows that of the 288 sales of official motorcycle dealers in Madiun City who are respondents in this study, the majority have worked for 0-5 years, namely 163 respondents or 57%. The longer the working period of an employee should be in line with the increasing skills and abilities in doing work (Börsch-Supan et al., 2021).

Schemes Partial Least Square

Outer model test

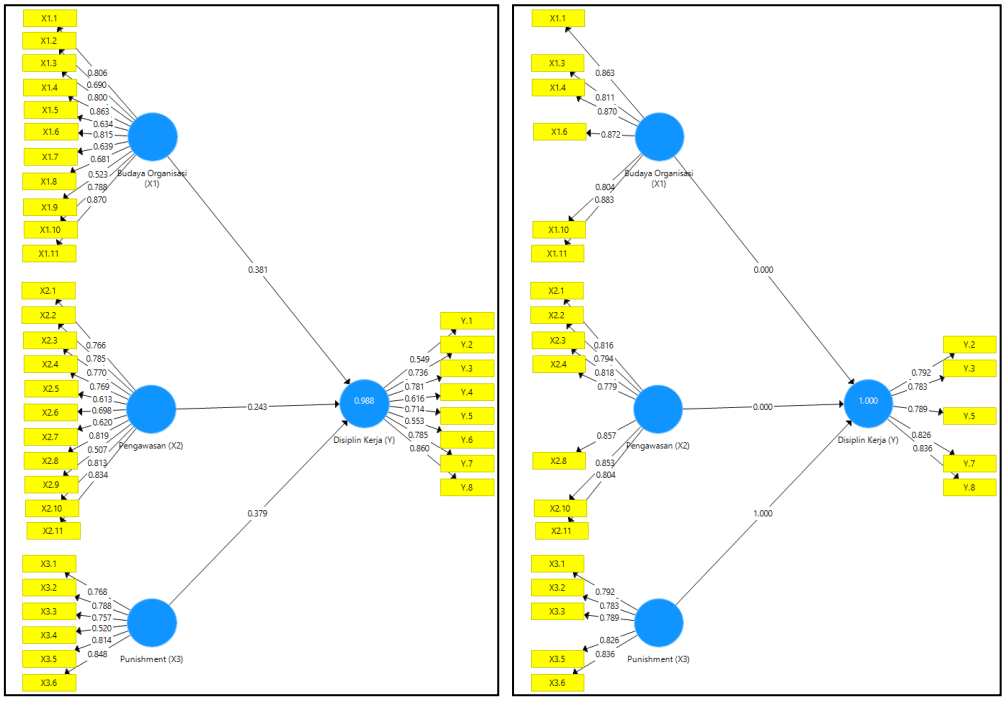

Figure 2. Outer Model Test Before and After Elimination

Based on the results in Figure 2, the results show that there are still values <0.70 so that the authors eliminate indicators for further testing to find out the value that is more than >0.70. Lastly, in testing after elimination, the results show a value of more than >0.70 so that the indicator is appropriate for further steps procedure to test the measurement and structural model.

Validity test

Convergent validity

Table 4. Loading Factor Value

Variable	Indicator	Loading Factor
Organizational Culture (X1)	X1.1	0.806
	X1.3	0.800
	X1.4	0.863
	X1.6	0.815
	X1.10	0.788
	X1.11	0.870
Supervision (X2)	X2.1	0.766
	X2.2	0.785
	X2.3	0.770
	X2.4	0.769
	X2.8	0.819
	X2.10	0.813
	X2.11	0.834
Punishment (X3)	X3.1	0.768
	X3.2	0.788
	X3.3	0.757
	X3.5	0.814
	X3.6	0.848
Work Discipline (Y)	Y.2	0.736
	Y.3	0.781
	Y.5	0.714
	Y.7	0.785
	Y.8	0.860

Based on the results of the analysis Table 4, it shows the results after the elimination of indicators <0.70. Then all indicators on each variable in this study have a loading factor >0.70 and are considered to be valid, which identifies that the indicator is suitable for use in hypothesis testing.

Average variance extracted (AVE)

Table 5. Average Variance Extracted (AVE)

Variable	AVE Value
Organizational Culture (X1)	0.725
Supervision (X2)	0.669
Punishment (X3)	0.648
Work Discipline (Y)	0.648

Based on the results of the analysis Table 5, it shows the results that the AVE value owned by each variable already has a value of more than >0.5. This identifies that the variables used already have good discriminant validity.

Discriminant validity

Based on Table 6, the results show that the discriminant validity test shows that each indicator in this study has a greater discriminant validity value when compared to the discriminant validity of other latent variables. This identifies that the latent variables in this study have good discriminant validity.

Table 6. Cross Loading Value

	Organizational Culture (X1)	Work Discipline (Y)	Supervisor (X2)	Punishment (X3)
Organizational Culture (X1)	0.851			
Work Discipline (Y)	0.950	0.805		
Supervisor (X2)	0.957	0.979	0.818	
Punishment (X3)	0.950	1.000	0.979	0.805

Reliability test

Table 7. Cronbach's Alpha Value

Variable	Cronbach's Alpha Value
Organizational Culture (X1)	0.924
Supervision (X2)	0.917
Punishment (X3)	0.864
Work Discipline (Y)	0.864

Based on Table 7, it shows the results that the Cronbach's alpha value owned by each variable already has a value of more than >0.7. This identifies that each variable in the study already has good discriminant validity. A good Cronbach's alpha value indicates that the model has good conditions, and may be continued to the next stage in the analysis.

Inner model test

Table 8. R-Square and Q-Square Result

Variable	R-Square	Adjusted R-Square	Q-Square
Employee Work Discipline (Y)	1.000	1.000	0.637

Based on Table 8, it shows the results that this study uses one endogenous latent variable (Y). This variable is influenced by other variables (X), namely the variables of organizational culture (X1), supervision (X2), and punishment (X3). Based on the results of the analysis, it can be seen that the R-Square for the work discipline existence variable (Y) is 1.000. This result shows that 100% of the existence of work discipline (Y) is influenced by organizational culture variables (X1), supervision (X2), and punishment (X3).

Based on Table 8, it shows the results that the Q-Square value for the endogenous variable, namely work discipline (Y) is 0.637. Because Q-Squares 0.637>0, it is concluded that organizational culture (X1), supervision (X2), and punishment (X3) have predictive relevance for work discipline (Y). It is known that the Q-Square value of 0.637 is greater than 0.35, so it is concluded that the predictive relevance is strong. This indicates that the model has a relevant predictive value and a good observation value (more than >0).

Hypothesis test

Table 9. Path Coefficient Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-statistics (O/STDEV)	P-Values	Decision
Organizational Culture (X1) → Work Discipline (Y)	0.381	0.384	0.051	7.475	0.000	H1 accepted
Supervisor (X2) → Work Discipline (Y)	0.243	0.233	0.063	3.872	0.000	H2 accepted
Punishment (X3) → Work Discipline (Y)	0.379	0.384	0.046	8.310	0.000	H3 accepted

Based on Table 9, the path coefficient results using SmartPLS data processing get the following results:

a. The path coefficient value is 0.381, the p-value is 0.000, and the t-statistic value is 7.475. The p-value is smaller than <0.05 and the t-statistic value is greater than the t-table value (1.96), which indicates that hypothesis 1 can be accepted. This indicates that the organizational culture variable has a significant effect on employee work discipline (Case study at an official motorcycle dealer in Madiun City).
b. The path coefficient value is 0.243, the p-value is 0.000, and the t-statistic value is 3.872. The p-value is smaller than 0.05 and the t-statistic value is greater than the t-table value (1.96), which indicates that hypothesis 2 can be accepted. This indicates that the supervision variable has a significant effect on work discipline (Case study at an authorized motorcycle dealer in Madiun City).
c. The path coefficient value is 0.379, the p-value is 0.000, and the t-statistic value is 8.310. The p-value is smaller than 0.05 and the t-statistic value is greater than the t-table value (1.96), which indicates that hypothesis 3 can be accepted. This indicates that the punishment variable has a significant effect on work discipline (Case study at an authorized motorcycle dealer in Madiun City).

Based on the calculation of F-test, it shows the amount of F-count of 4.747 with a significance level of 0.000 and greater than F-table, that is >1.125. The results above show that the significance value of the test is smaller than 5% (0.05), resulting in a hypothesis testing decision, namely H0 being rejected and H4 being supported. The test results can be concluded that the three independent variables, namely organizational culture, supervision, and punishment, simultaneously have a significant effect on work discipline.

Organizational Culture and Employee Work Discipline

The analysis results show a path coefficient value of 0.381, a p-value of 0.000, and a t-statistic value of 7.475. The p-value is smaller than 0.05 and the T-statistic value is greater than the t-table value (1.96), meaning Ho is rejected and Ha is accepted. This means that partially the organizational culture variable (X1) has a positive and significant influence on work discipline (case study of official motorcycle dealers in Madiun City). This reflects that the organizational culture at official motorcycle dealers in Madiun City is clear and the rules given are appropriate so that employees can comply with the rules properly. Official motorcycle sales in Madiun City are able to maintain behavior and are able to complete work properly.

Official motorcycle dealers in Madiun City are able to maintain behavior and are able to complete work properly. A superior organizational culture will create a comfortable working environment for motorcycle sales, so that sales naturally work with enthusiasm to be able to meet the targets of motorcycle dealers. An ideal work chain between motorcycle sales can build good social interactions, when sales have a solid working relationship with supervisors, it will be easier for them to carry out tasks correctly and on time. This shows that the better the organizational culture applied by motorcycle dealers, the work discipline will also increase. This is in line with research conducted by Giri et al. (2016); Gibbons and Prusak (2020); and Casey (1999) shows that organizational culture has a positive and significant effect on work discipline.

Supervision and Employee Work Discipline

The analysis results show a path coefficient value of 0.243, a p-value of 0.000, and a t-statistic value of 3.872. The p-value is smaller than 0.05 and the t-statistic value is greater than the t-table value (1.96), meaning Ho is rejected and Ha is accepted. This means that partially the supervision variable (X2) has a positive and significant influence on work discipline (a case study of authorized motorcycle dealers in Madiun City). Supervision that is carried out effectively will result in good work discipline. Routine supervision carried out by leaders has a considerable influence on motorcycle sales. Routine supervision will make it easier for leaders to find answers to any problems that arise in the workplace, so that leaders can help find solutions to these problems. Supervision is a form of control that will be used to ensure that employees carry out their duties in accordance with the interests of the company.

Supervision has a significant effect on employee work discipline, this shows that the better the supervision, the work discipline of authorized motorcycle sales in Madiun City will also increase. This shows that the better the supervision applied by the motorcycle dealer, the more work discipline will also increase. This is in line with research conducted by Arsita and Rachman (2022); Hajiali et al. (2022); and Maryani et al. (2021) show the results that supervision has a positive and significant effect on work discipline.

Punishment and Employee Work Discipline

The analysis results show a path coefficient value of 0.379, a p-value of 0.000, and a t-statistic value of 8.310. The p-value is smaller than 0.05 and the t-statistic value is greater than the t-table value (1.96), meaning Ho is rejected and Ha is accepted. This means that partially the punishment variable (X3) has a positive and significant influence on work discipline (a case study of authorized motorcycle dealers in Madiun City). Punishment has a significant effect on employee work discipline, this shows that the more appropriate the punishment given, the more discipline of authorized motorcycle sales in Madiun City will also increase.

The application of punishment is carried out as an effort to have a deterrent effect on motorcycle sales, if the motorcycle sales are disobedient and violate the rules, the supervisor has the right to give a verbal warning to the motorcycle sales, but if the sales always make the same mistakes and do not try to make improvements, the leadership will impose even more severe sanctions on the sales. Punishment is very important to be applied in companies/organizations so that it can form companies/organizations with strong work discipline and a high sense of responsibility. This shows that the better the supervision applied by the motorcycle dealer, the more work discipline will also increase. This is in line with research conducted by Terho et al. (2013); Adhany et al. (2022); Sule-Dan and Ilesanmi (2015); Molenmaker et al. (2014); and Seifried (2008) show the results that work discipline affects employee discipline.

Organizational Culture, Supervision, and Punishment Simultaneously on Employee Work Discipline

The analysis results show that the f-test shows F-count = 4.747 > F-table = 1.215 with a significance level of F = 0.000 < α = 0.05., meaning Ho is rejected and Ha is accepted. This means that simultaneously the work culture variables (X1), supervision (X2), and punishment (X3) have a positive and significant influence on work discipline (Y) (a case study of authorized motorcycle dealers in Madiun City). A good level of work discipline will also provide good results, if motorcycle sales have good discipline, they will always be easy to rely on in carrying out the assigned tasks. Motorcycle sales will always complete work on time according to the time determined by the leadership. Increased work discipline means that leaders and supervisors are able to implement a good work system according to company standards. Besides that, motorcycle sales also obey the rules set by motorcycle dealers.

The application of punishment is carried out as an effort to provide a deterrent effect to motorcycle sales, where motorcycle sales work a lot in the field so they do work according to their own wishes without thinking about their respective responsibilities. Supervisors are responsible for monitoring and supervising motorcycle sales who work in their team to continue to comply with motorcycle dealer regulations. This means that if the better the organizational culture, supervision, and giving the right punishment, the official motorcycle sales in Madiun City can improve work discipline. This is in line with research conducted by Piccolo et al. (2012); Gordon and Puurtinen (2021); Hinelo et al. (2023); and Goedurov (2020) show the results that organizational culture, supervision, and punishment simultaneously have a positive and significant effect on work discipline.

Implication and Conclusion

Based on the results of this study, it shows that the conclusion of this study is the stronger organizational culture applied at the official Madiun City motorcycle dealers, the increased work supervision carried out by supervisors so as to produce good performance for dealers, and the

application of appropriate punishment according to the level of mistakes made by employees. It can be seen from the organizational culture, that official motorcycle dealers in Madiun City try their best to maintain and carry out the rules given by the company. Organizational culture will shape values, mindsets, and habits so as to direct employees to work in accordance with company standards as a form and behavior of work discipline. Likewise from supervision, it shows that the supervisor of the official Madiun City motorcycle dealer routinely supervises and makes repairs if there are mistakes made by sales. Besides that, the supervisor also routinely evaluates to improve sales performance if supervision is routinely carried out, work discipline will increase.

The implication of punishment shows that the proper application of punishment can have a deterrent effect on sales so that they do not make the same mistakes repeatedly. Punishment is very important to be applied in companies/organizations so that it can form companies/organizations with strong work discipline and a high sense of responsibility and create a good personality for each employee. Suggestions from this study are that motorcycle dealers should improve sales discipline by strengthening the company's organizational culture, routinely supervising sales, and providing appropriate punishment according to the mistakes made by employees. Work discipline needs to be applied in every company to build good performance for the company, so it is important for official Madiun City motorcycle dealers to improve work discipline.

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