

THE INFLUENCE OF REWARDS, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON WORK DISCIPLINE**Asda Fauzika ‘Aqilah¹⁾**¹ Management, Faculty of Economics and Business, Universitas PGRI Madiun
email: fauzikaasda@gmail.com***Abstrak***

Penelitian ini bertujuan untuk menganalisis pengaruh *Reward*, Budaya Organisasi, dan Komitmen Organisasi terhadap Disiplin Kerja karyawan pada Honda Nusantara Sakti Madiun. Disiplin kerja menjadi faktor penting dalam mendukung produktivitas dan efektivitas kinerja perusahaan. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik analisis regresi linier berganda untuk menguji hubungan antar variabel. Hasil penelitian menunjukkan bahwa ketiga variabel independent *Reward*, Budaya Organisasi, dan Komitmen Organisasi berpengaruh positif dan signifikan terhadap Disiplin Kerja. *Reward* yang diberikan secara adil dan sesuai mampu memotivasi karyawan untuk taat pada aturan dan menjalankan tanggung jawabnya. Budaya organisasi yang kuat membentuk perilaku kerja yang disiplin, sedangkan komitmen organisasi mendorong karyawan untuk menjaga integritas dan konsistensi kerja. Temuan ini memberikan implikasi praktis bahwa perusahaan perlu memperhatikan sistem penghargaan, penguatan budaya, dan peningkatan komitmen untuk membentuk perilaku disiplin yang berkelanjutan.

Kata Kunci: *Reward*, Budaya Organisasi, Komitmen Organisasi, Disiplin Kerja.

Abstract

This study aims to analyze the influence of Reward, Organizational Culture, and Organizational Commitment on Work Discipline among employees at Honda Nusantara Sakti Madiun. Work discipline is a crucial factor in supporting productivity and overall company performance. This research employs a quantitative approach using multiple linear regression analysis to examine the relationship between variables. The findings indicate that all three independent variables Reward, Organizational Culture, and Organizational Commitment have a positive and significant effect on Work Discipline. Fair and appropriate rewards motivate employees to comply with rules and fulfill their responsibilities. A strong organizational culture fosters disciplined behavior, while high organizational commitment encourages employees to maintain integrity and consistency in their work. These results offer practical implications for companies to enhance employee discipline through effective reward systems, the cultivation of a strong organizational culture, and the strengthening of employee commitment.

Keywords: *Reward, Organizational Culture, Organizational Commitment, Work Discipline.*

A. INTRODUCTION

This research is based on the phenomenon of a decrease in the level of employee discipline at Honda Nusantara Sakti Madiun. This decline is not just an internal company problem, but rather a reflection of broader challenges in human resource management, especially in the highly competitive automotive retail sector. The company's internal data showed a significant increase in the frequency of employees coming late to work. From 25 cases in 2022, this figure jumped to 45 cases in 2024. These delays directly impacted operational efficiency and daily productivity.

The number of violations of company regulations also increased, from 18 cases in 2022 to 34 cases in 2024. This includes various forms of non-compliance that disrupt workflow and quality standards. The percentage of employees complying with the use of proper work uniforms has decreased dramatically, from 91% in 2022 to only 76% in 2024. While this may seem trivial, it reflects a decline in adherence to the company's visual standards and professionalism. Cases of tardiness in completing tasks also increased significantly, from 12 cases in 2022 to 28 cases in 2024. This indicates a problem in employees' commitment to completing work according to expected targets and quality.

This decline in work discipline has serious consequences for Honda Nusantara Sakti Madiun, including tardiness, non-compliance, and low responsibility directly reducing work efficiency and effectiveness, which in turn reduces the overall productivity of the company. Employee indiscipline, especially in terms of appearance and service, can damage the company's positive image in the eyes of customers and the community. Although companies cannot immediately terminate employees due to strict labor regulations (Law No. 13 Year 2003 and Law No. 11 Year 2020), ineffective handling of disciplinary issues can create legal and financial burdens if they have to go through a long coaching process or inappropriate sanctions.

1. *Reward*

According to Mangkunegara (2015), another definition of reward is the company's efforts to provide rewards for employee work, so as to encourage employees to work even harder and potentially. Meanwhile, according to Febrianty et al. (2023) explained that giving rewards in organizations has its own interests, namely creating a comfortable atmosphere and increasing employee satisfaction. This aims to motivate employees to stay in the organization, and not decide to leave the organization.

From the description of the previous experts, it can be concluded that reward is a form of appreciation or reward given by the organization to employees as a form of appreciation for their contributions, skills, and responsibilities.

2. *Organizational Culture*

According to Busro (2018), organizational culture is a shared perception adopted by organizational members as an organizational value system adopted by organizational members, which then influences the way of working and behaving of organizational members, so that the value system or meaning system is able to distinguish one organization from another. Similarly, according to Schein, in Supriyatno (2018), explaining organizational culture is a basic pattern accepted by the organization to act and solve problems, form employees who are able to adapt to the environment and unite organizational members.

In line with the opinion of Marlinah (2023), organizational culture is a characteristic of an organization to then guide the organization in a way that distinguishes it from other organizations. Organizational culture involves a set of experiences, expectations, and values contained therein which are then reflected in member behavior, philosophy, practice, internal work, interactions with the external environment of the organization, and expectations for the future.

Based on the description of the previous experts, it can be concluded that organizational culture is a set of values, norms, and beliefs collectively adopted by members of the organization, which influences the way of thinking, behaving, and acting in carrying out tasks and interacting. This culture not only guides internal behavior, but also forms a distinctive identity that distinguishes one organization from another.

3. Organizational Commitment

Organizational commitment is an attitude that is often defined as a strong desire to always be part of a particular organization, a desire to work hard to achieve organizational goals, and the belief and awareness to accept organizational values and goals. In other words, organizational commitment is an attitude that describes individual loyalty to the organization and is a continuous process to show individual attention to the success and progress of the organization (Luthans & Doh, 2020). Similarly, Griffin et al., (2017), state that organizational commitment is an attitude that reflects the extent to which an individual understands and feels bound to his organization.

Based on some of the opinions of previous experts, it can be concluded that organizational commitment is the attitude and feelings of individual attachment to the organization which includes the desire to remain part of the organization, work hard to achieve organizational goals, and accept and support the values espoused by the organization. This commitment reflects loyalty, emotional involvement, and belief in the organization's mission.

4. Work Discipline

According to Pranitasari and Khotimah (2021) work discipline is a behavior that must be instilled in every individual inside and outside the organization, each individual must be willing to follow or obey all existing and previously agreed upon rules and be willing to accept all consequences for violating them. Likewise with Asriani et al.,

(2015), explaining that work discipline is an absolute thing and must be carried out by every organization, because without the support of good employee discipline, it is difficult for companies to realize their goals.

In line with the opinion of Nurdin et al., (2023) explains that work discipline is a situation and condition formed through a series of behaviors and processes, or the nature of a person to show the values of obedience, compliance, loyalty, order, and order within the company or organization. Discipline is the key to human resources for the realization of maximum company targets. In line with the opinion of Ilma & Yusuf (2024), explaining work discipline is that employees always come and go home on time. Doing all the work well, complying with all company regulations and applicable social norms.

From the description of the previous experts, it can be concluded that work discipline is an important aspect that must be possessed by every employee in the organization. Discipline reflects compliance with rules, regularity in behavior, and commitment to work responsibilities.

B. METHOD

This research uses a quantitative approach with a causal-comparative research design to test the cause-and-effect relationship between variables. This research will quantitatively analyze the relationship between rewards, organizational culture and organizational commitment to work discipline. The population in this study were all employees of Honda Nusantara Sakti Madiun, totaling 74 employees.

C. RESULT AND DISCUSSION

This study uses primary data collected through questionnaires distributed via Google Form to all respondents, namely all employees of Honda Nusantara Sakti Madiun. The questionnaire is arranged based on the indicators of each variable using a 4-point Likert scale to avoid neutral answers and improve data accuracy.

Normality Test

Tabel 4.12 Uji Normalitas

<i>Kolmogorov Smirnov</i>		
Unstandarized Residual	N	Sig.
	74	0,052

Sumber: Data diolah peneliti (2025)

Based on the results of the normality test with the One-Sample Kolmogorov-Smirnov Test, the significance value(Asymp. Sig. 2-tailed) is 0.052, which is greater than $\alpha = 0.05$. This shows that the residual data is normally distributed, so the normality assumption in regression analysis has been met.

Hypothesis Test

Partial test (t test) is used to determine whether each independent variable individually (partially) has a significant effect on the dependent variable. In this context, the t test is used to determine whether Reward, Organizational Culture, and Organizational Commitment partially affect Work Discipline. The following explanation is based on the table below

Tabel 4.16 Hasil Uji t (Uji Parsial)

Model	Unstandardized Coefficients		
	B	t	Sig.
(Constant)	4,916	0,649	0,519
Reward	0,225	3,993	0,000
Organizational Culture	0,917	9,629	0,000
Komitmen Organisasi	0,375	3,779	0,000

Sumber: Data diolah peneliti (2025)

Based on the results of the partial test (t test), all independent variables in this study are proven to have a significant effect on the dependent variable, namely Work Discipline. The Reward variable has a t-count value of 3.993 with a significance of 0.000, which means that it has a positive and significant effect on work discipline, therefore the first hypothesis is accepted.

This shows that the higher the reward received by employees, the level of discipline also increases. Furthermore, Organizational Culture has the strongest influence with a t-count of 9.629 and a significance of 0.000, which indicates that a good organizational culture is significantly able to improve employee work discipline, therefore the second hypothesis is accepted.

Organizational Commitment also has a positive and significant effect, with a t-count of 3.779 and a significance of 0.000, meaning that the higher the employee's commitment to the organization, the higher the level of work discipline. Thus, partially the three variables are proven to have a positive contribution to improving work discipline, therefore the third hypothesis is accepted.

D. CONCLUSION

Based on the results of research on “The Effect of Reward, Organizational Culture, and Organizational Commitment on Work Discipline (Case Study at Honda Nusantara Sakti Madiun)”, it can be concluded that Reward has a positive and significant influence on employee work discipline. This shows that the provision of appropriate rewards, both in financial and non-financial forms, is able to motivate employees to be more obedient to regulations, attend on time, and carry out tasks with full responsibility. Organizational culture also has a positive and significant effect on work discipline. A work environment built on the basis of positive values, norms, and habits can create order in employee behavior. A strong organizational culture provides direction and guidance for employees in acting in a disciplined manner in every work activity. Organizational commitment has a positive and significant effect on work discipline. Employees who have emotional attachment, a sense of responsibility, and loyalty to the company tend to show high discipline at work. Strong commitment encourages employees to maintain integrity and consistency in meeting established work standards.

E. SUGGESTION

Companies are advised to continue developing a reward system that is fair, transparent, and in accordance with employee performance. In addition, strengthening organizational culture through consistent socialization of company values and involving employees in various internal activities can increase their sense of belonging to the organization. No less important, management needs to build harmonious working relationships and provide space for career development to increase employee commitment, which in turn has a positive impact on work discipline. Future researchers are advised to expand the object of research to other companies or different industrial sectors in order to obtain a broader generalization of the results. In addition, research can add other variables that also have the potential to influence work discipline, such as leadership style, work environment, or job satisfaction. The use of a qualitative or mixed method approach can also provide a deeper understanding of the dynamics that occur in employee work discipline behavior.

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