

THE EFFECT OF REWARDS, WORK ENTHUSIASM, AND SUPERVISION ON WORK DISCIPLINE

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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh *Reward*, *Work Enthusiasm*, dan *Supervision* terhadap Disiplin Kerja karyawan pada PT Sun Mega Motor Madiun. Disiplin kerja merupakan faktor penting dalam menentukan kinerja dan produktivitas perusahaan, sehingga perlu ditinjau melalui berbagai aspek yang memengaruhinya. Pendekatan kuantitatif digunakan dalam penelitian ini dengan metode survei melalui penyebaran kuesioner kepada karyawan. Hasil analisis menunjukkan bahwa ketiga variabel independen, yaitu *Reward*, *Work Enthusiasm*, dan *Supervision*, berpengaruh positif dan signifikan terhadap Disiplin Kerja. *Reward* yang baik, berupa kompensasi finansial maupun non-finansial, terbukti dapat meningkatkan kepatuhan dan kedisiplinan karyawan. Demikian pula, antusiasme kerja yang tinggi turut mendorong karyawan untuk lebih tertib dan konsisten dalam menjalankan tugas. Sementara itu, *Supervision* menjadi variabel yang paling dominan, menandakan pentingnya pengawasan yang efektif dan adil dalam membentuk budaya kerja yang disiplin. Berdasarkan temuan ini, perusahaan disarankan untuk terus meningkatkan sistem *reward*, menciptakan lingkungan kerja yang mendukung semangat kerja, serta memperkuat fungsi supervisi secara profesional. Penelitian selanjutnya diharapkan dapat mengembangkan kajian ini dengan memasukkan variabel lain yang relevan dan menggunakan pendekatan yang lebih beragam.

Kata Kunci: *Reward*, *Work Enthusiasm*, *Supervision*, Disiplin Kerja

Abstract

This study aims to examine the influence of Reward, Work Enthusiasm, and Supervision on Employee Discipline at PT Sun Mega Motor Madiun. Employee discipline is a crucial factor in determining organizational performance and productivity, making it essential to analyze the contributing variables. A quantitative approach was employed through survey methods using questionnaires distributed to employees. The results indicate that all three independent variables Reward, Work Enthusiasm, and Supervision have a positive and significant effect on Employee Discipline. An effective reward system, including financial and non-financial compensation, is

proven to enhance employee compliance and Similarly, high work enthusiasm encourages employees to be more orderly and consistent in carrying out their tasks. Among the variables, Supervision emerged as the most dominant factor, highlighting the importance of fair and effective oversight in fostering a disciplined work culture. Based on these findings, it is recommended that the company continuously evaluate and improve its reward systems, foster a supportive and motivating work environment, and strengthen the supervisory function in a professional manner. Future researchers are encouraged to explore additional variables and utilize more diverse research methods to gain deeper insights.

Keywords: Reward, Work Enthusiasm, Supervision, Employee Discipline

A. INTRODUCTION

Work discipline is a key factor in determining an organization's success in achieving its goals. Discipline not only reflects individual compliance with regulations but also demonstrates employees' collective commitment to creating a productive and conducive work environment (Maskur et al., 2023). Disciplined employees demonstrate a high level of responsibility for their duties and maintain a work ethic, positively impacting organizational performance (Wardani et al., 2022).

However, employee discipline is inseparable from various influencing factors. Rewards or recognition from the company are one factor believed to motivate employees to work harder. In addition to rewards, work enthusiasm also plays a crucial role because it reflects an employee's psychological state of enthusiasm, passion, and responsibility in their work (Widyaningrum, 2020; Marzuki et al., 2023). Another influential factor is supervision by superiors to ensure work aligns with organizational goals (Rivai & Selaga, 2019; Robbins & Coulter, 2018).

The phenomenon at PT Sun Mega Motor Madiun showed fluctuating levels of employee discipline throughout 2024. Internal data recorded 163 cases of disciplinary violations, including lateness, non-compliance with SOPs, and lack of responsibility. The highest number of cases occurred in July and August. Furthermore, the reward system was deemed unfair, employee morale remained low, and superior supervision was suboptimal. These conditions have the potential to hinder company performance. Meanwhile, previous research on rewards, morale, and supervision

on work discipline has shown inconsistent results. Some have suggested a significant influence (Syandra & Setiyawan, 2024), while others have found no effect (Anwar & Duniya, 2016; Saputra & Ali, 2022; Yoharis et al., 2025).

These discrepancies in findings indicate a research gap that warrants further investigation in the context of PT Sun Mega Motor Madiun. Based on this description, the researcher is interested in conducting a study entitled: "The Effect of Rewards, Work Enthusiasm, and Supervision on Work Discipline (A Study at PT Sun Mega Motor Madiun)."

LITERATURE REVIEW

Reward

Rewards are a form of appreciation or remuneration given by organizations to employees for their contributions, skills, and responsibilities (Kaheruman, 2021; Kadarisman, 2014; Mangkunegara, 2015). Providing rewards has been shown to increase employee productivity, satisfaction, and motivation to remain with the organization (Febrianty et al., 2023). Reward indicators include salary, benefits, bonuses, awards, and fairness in compensation (Wibowo, 2018).

Work Enthusiasm

Work enthusiasm is a psychological state that reflects an employee's enthusiasm, passion, and commitment to completing their work (Widyaningrum, 2020; Marzuki et al., 2023). High work enthusiasm is indicated by positive attitudes, such as optimism, happiness, and responsibility, while low work enthusiasm is characterized by negative attitudes such as argumentativeness and a lack of composure (Emily, 2019; Satria, 2022). Indicators include attendance, cooperation, work enthusiasm, and harmonious relationships (Widyaningrum, 2018).

Supervision

Supervision is a managerial oversight process carried out by superiors to guide, direct, and evaluate the performance of subordinates to ensure alignment with organizational goals (Rivai & Sagala, 2019; Robbins & Coulter, 2018; Andika, 2023). Supervision indicators include supervisor communication, team involvement, feedback, and fair decision-making.

Work discipline

Work discipline is an attitude of obedience to regulations, regular behavior, and employee commitment in carrying out responsibilities (Asriani et al., 2015; Nurdin et al., 2023; Siagian in Parwita, 2015). Discipline is influenced by factors such as goals and abilities, leadership role models, rewards, fairness, supervision, and sanctions (Hasibuan in Maskur, 2024). Indicators of discipline include adherence to regulations, punctuality, responsibility, and adherence to work standards (Mangkunegara, 2017).

Previous Research

Several studies have shown that rewards, work enthusiasm, and supervision significantly influence work discipline (Marlina et al., 2020; Astuti & Sujana, 2021; Maryanti et al., 2022). However, other studies have found no significant effect (Anwar & Duniya, 2016; Saputra & Ali, 2022). These differing findings create a research gap that requires further investigation in the context of PT Sun Mega Motor Madiun.

Research Hypothesis

H1: Rewards have a positive effect on work discipline at PT Sun Mega Motor Madiun.

H2: Work enthusiasm has a positive effect on work discipline at PT Sun Mega Motor Madiun.

H3: Supervision has a positive effect on work discipline at PT Sun Mega Motor Madiun.

H4: Rewards, work enthusiasm, and supervision simultaneously have a positive effect on work discipline at PT Sun Mega Motor Madiun.

B. METHOD

This study uses a quantitative approach. The object used in this study is PT Sun Mega Motor Madiun, located at Jl. Mayjen Sungkono, No. 140, Madiun City. The research at this location was chosen based on the company's willingness to provide the required information, especially on work discipline issues. In this study, the population is all employees at PT Sun Mega Motor Madiun, totaling 72 people. Researchers can use samples taken from the population itself. Therefore, the population in this study is relatively small, amounting to 72 people, so in this study all members of the population are used as samples. In this study, 3 (three) independent variables were used. The

variables (X) in this study are reward (X1), work enthusiasm (X2), and supervision (X3). In this study, 1 dependent variable was used. The variable (Y) in this study is work discipline. Data collection techniques in this study were collected using questionnaires. The data analysis methods used in this study were descriptive analysis, research instrument testing, classical assumption testing, and hypothesis testing processed using SPSS Software version 25.

C. RESULTS AND DISCUSSIONS

Normality Test

The normality test was performed using the Kolmogorov-Smirnov method. If the significance value is greater than 0.05 ($p > 0.05$), the data can be said to be normally distributed because there is no significant difference between the sample data distribution and the normal distribution. Conversely, if the significance value is less than 0.05 ($p < 0.05$), the data is not normally distributed (Ghozali, 2021). Therefore, the normality test is an important initial step to ensure the validity of subsequent analysis in research.

Table 1 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		72
Normal Parameters ^{a,b}	Mean	.00000000
	Std. Deviation	1.73882400
Most Extreme Differences	Absolute	.088
	Positive	.087
	Negative	-.088
Test Statistic		0.88
Asymp. Sig. (2-tailed)		.200 ^d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processed by SPSS 27 (2025).

Based on the Kolmogorov-Smirnov normality test results for the residual values of the regression model between the independent and dependent variables, a significance value of 0.200 was obtained. Because the significance value is greater than 0.05 (>0.05), it can be concluded that the residual data is normally distributed.

Multicollinearity Test

According to Ghozali (2021), the purpose of a multicollinearity test is to determine whether there is a strong correlation between independent variables. To determine the presence of multicollinearity, the VIF model, which represents multicollinearity, can be used. A tolerance value of 0.10, equivalent to a VIF of 10, is obtained. A VIF value <10 indicates no multicollinearity in the study. A multicollinearity test must be performed after the data is normally distributed.

Table 2 Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
		Tolerance	VIF
1	<i>Reward</i>	.318	3.142
	<i>Work Enthusiasm</i>	.182	5.506
	<i>Supervision</i>	.167	5.970

a. Dependent Variable: Disiplin Kerja

Source: Processed data SPSS 27 (2025).

Based on the results of the multicollinearity test shown in the table, all variables in the regression model do not experience multicollinearity problems. This is evident from the Tolerance values for the Reward (0.318), Work Enthusiasm (0.182), and Supervision (0.167) variables, all of which are above the minimum limit of 0.1. These values indicate that each variable still has a sufficient level of independence from the other variables. In addition, the VIF (Variance Inflation Factor) values for the three variables are also still within reasonable limits, namely 3.142 for Reward, 5.506 for Work Enthusiasm, and 5.970 for Supervision. Since all Tolerance values are >0.1 and $VIF < 10$, it can be concluded that there are no symptoms of multicollinearity in the model, and all variables are suitable for further regression analysis.

Heteroscedasticity Test

The purpose of the heteroscedasticity test is to determine whether, in the regression model, there is inequality in the variance of residuals from one observation to another. In this study, the researchers used the Gejser test to determine heteroscedasticity, with the results shown in the table below.

Table 3 Heteroscedasticity Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	3.624	1.103		3.286	.002
<i>Reward</i>	.016	.047	.071	.348	.729
<i>Work</i>	-.096	.059	-.437	-1.614	.111
<i>Enthusiasm</i>					
<i>Supervision</i>	.018	.054	.093	.329	.744

a. Dependent Variable: Disiplin Kerja

Source: Processed data SPSS 27 (2025).

Based on the results of the Glejser test in the Table, the significance value of each variable was obtained, namely Reward (X₁) of 0.729, Work Enthusiasm (X₂) of 0.111, and Supervision (X₃) of 0.744. Because the significance value of all variables is greater than 0.05 (> 0.05), it can be concluded that there are no symptoms of heteroscedasticity in this regression model.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of the variables Reward (X₁), Work Enthusiasm (X₂), and Supervision (X₃) on Work Discipline (Y). Based on data processing using SPSS, the following results were obtained.

Table 4 Multiple Linear Regression Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	2.581	1.634		1.580	.119
<i>Reward</i>	.336	.069	.331	4.847	.000
<i>Work</i>	.228	.088	.234	2.596	.012
<i>Enthusiasm</i>					
<i>Supervision</i>	.371	.080	.438	4.665	.000

a. Dependent Variable: Disiplin Kerja

Source: Data processed by SPSS 27 (2025).

From the table above, a multiple linear regression equation can be constructed as follows:

$$\text{Work Discipline (Y)} = 2.581 + 0.336 \text{ Reward (X}_1\text{)} + 0.228 \text{ Work Enthusiasm (X}_2\text{)} + 0.371 \text{ Supervision (X}_3\text{)}$$

Based on the results of multiple linear regression analysis, it shows that:

1. The Reward variable has a regression coefficient of 0.336 with a significance value of 0.000. Because this significance value is less than 0.05, it can be concluded that Reward has a significant effect on Work Discipline. This means that every 1-unit increase in Reward will increase Work Discipline by 0.336 points, assuming other variables remain constant.
2. The Work Enthusiasm variable has a regression coefficient of 0.228 with a significance value of 0.012. This significance value is also smaller than 0.05, so it can be concluded that Work Enthusiasm has a significant effect on Work Discipline. Thus, every 1 unit increase in Work Enthusiasm will increase Work Discipline by 0.228 points, assuming other variables remain constant. The Supervision variable has a regression coefficient of 0.371 with a significance value of 0.000. Because the significance value is well below 0.05, supervision significantly influences Work Discipline. This means that every 1-unit increase in Supervision will increase Work Discipline by 0.371 points, assuming other variables remain constant.

t-test (Partial Test)

Table 5 t-Test Results (Partial Test)

Model		Coefficients ^a		t	Sig.	
		Unstandardized				Standardized
		B	Std. Error			Beta
1	(Constant)	2.581	1.634	1.580	.119	
	<i>Reward</i>	.336	.069	.331	.000	
	<i>Work Enthusiasm</i>	.228	.088	.234	.012	
	<i>Supervision</i>	.371	.080	.438	.000	

a. Dependent Variable: Disiplin Kerja

Source: Data processed by SPSS 27 (2025).

Based on the t-test results in the table above, the Reward variable has a significance value of 0.000, which is less than 0.05 (<0.05). Therefore, it can be concluded that Rewards have a significant and positive effect on Work Discipline. This means that the higher the reward, the higher the employee's level of work discipline.

The Work Enthusiasm variable shows a significance value of 0.012, which is also less than 0.05 (<0.05). This indicates that Work Enthusiasm has a significant and positive effect on Work Discipline. In other words, the higher the employee's work enthusiasm, the higher their discipline will be.

The Supervision variable has a significance value of 0.000, so it can be concluded that Supervision has a significant and positive effect on Work Discipline. The positive direction of this effect indicates that the better the supervision, the better the employee's discipline will be.

Coefficient of Determination (R²)

The coefficient of determination (R²) is essentially used to measure the extent to which a model explains the dependent variable. The coefficient of determination value is between zero and one. A small R² value indicates that the independent variables' ability to explain variation in the dependent variable is very limited. A value close to one indicates that the independent variables (X) provide almost all the information needed to predict variation in the dependent variable (Y). The results of the coefficient of determination (R²) test are shown in the table below.

Table 6 Results of the Coefficient of Determination (R²) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948 ^a	.899	.895	1.777

a. Predictors: (Constant), *Supervision*, *Reward*, *Work Enthusiasm*

Source: Data processed by SPSS 27 (2025).

Based on the Model Summary table in the determination coefficient test, the R value is 0.948, which indicates that there is a very strong relationship between the Reward, Work Enthusiasm, and Supervision variables with the dependent variable of Work Discipline. Meanwhile, the R

Square value of 0.899 indicates that 89.9% of the variation that occurs in Work Discipline can be explained by the three independent variables simultaneously. The remaining 10.1% is explained by other factors outside the model that are not discussed in this study.

D. CONCLUSION

Based on the results of the data analysis and discussion that has been carried out, the following points can be concluded:

Reward, has a significant positive effect on work discipline. The results of the study indicate that rewards have a positive and significant effect on employee work discipline at PT Sun Mega Motor Madiun. This means that the better the reward system provided by the company, whether in the form of salary, bonuses, allowances, insurance, or job promotions, the higher the employee work discipline.

Work Enthusiasm, has a significant impact on work discipline. Work enthusiasm has also been shown to have a positive and significant influence on employee work discipline. This means that the higher an employee's enthusiasm and commitment to work, the higher their level of discipline will be. A positive psychological state and high work motivation encourage employees to be more orderly, comply with regulations, and carry out their tasks consistently. This demonstrates that work enthusiasm is a crucial aspect in creating a culture of discipline within a company.

Supervision, has a positive and significant effect on work discipline. Supervision is the most dominant variable in influencing work discipline. This shows that the more effective and targeted supervision carried out by superiors, the better the level of employee discipline. Supervision carried out professionally, fairly, and consistently can provide control and direction over employee performance, as well as create a sense of responsibility in carrying out work tasks. Supervision also plays a role in ensuring that all organizational rules and procedures are implemented correctly. The better the level of employee discipline. Supervision carried out professionally, fairly, and consistently can provide control and direction over employee performance, as well as create a sense of responsibility in carrying out work tasks. Supervision also plays a role in ensuring that all

organizational rules and procedures are implemented correctly.

E. SUGGESTION

Based on the conclusions obtained from the results of research regarding the influence of Rewards, Work Enthusiasm, and Supervision on Employee Work Discipline at PT Sun Mega Motor Madiun, the author provides several suggestions as follows:

For the Company (PT Sun Mega Motor Madiun), Although the reward system is already quite effective, companies need to continuously evaluate salary standards, bonuses, allowances, and insurance programs. This is crucial to ensure that compensation is aligned with employees' current workload and living needs. Companies are also advised to expand benefits, especially those related to occupational health and safety. To maintain and increase work enthusiasm, companies can create a more supportive, flexible, and enjoyable work environment. Regular motivational activities such as self-development training, team building, and non-financial rewards can also increase employee enthusiasm. Companies need to strengthen the supervisory system carried out by direct superiors by providing managerial training, clarifying work standards, and ensuring that supervision is fair, consistent, and constructive. Good supervision will help encourage employees to be more disciplined and responsible in their duties.

For Future Researchers, This study is limited to three independent variables: Reward, Work Enthusiasm, and Supervision. Future researchers can add other variables that could potentially influence Work Discipline, such as Organizational Culture, Leadership, or the Work Environment. Additionally, a qualitative or mixed-methods approach can be used to explore more in-depth data.

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