International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence of Leadership, Supervision, Organizational Culture, and Punishment on Employee Work Discipline At PT Wahana Kasih Mulia Kedungreja Cilacap

Bini Zakariya[1], Fatwa Zuhaena[2], Akbar Pahlevi[3]

[1,2,3]Management Study Program, Faculty of Economics and Business, Wijayakusuma Purwokerto University

Email: zakariyabini494@gmail.com, fatwazuhaena@yahoo.co.id, akbarpahlevi84@gmail.com

Abstract

The purpose of this research is to analyze the significance of the influence of leadership, supervision, organizational culture, and punishment on the work discipline of PT Wahana Kasih Mulia Kedungreja employees. This research a quantitative approach with a population of 95 employees. Proportionate stratified random sampling was used to obtain a sample of 81 employees, while multiple linear regression served as the analysis tool. The results of this research partial that leadership, supervision, organizational culture, and punishment each have a positive and significant influence on the work discipline of PT Wahana Kasih Mulia Kedungreja employees.

Keywords: Leadership, Supervision, Organizational Culture, Punishment, Employee Work Discipline

INTRODUCTION

Human resource capabilities are a key asset for achieving corporate goals (Martin *et al.,* 2025). Human resources are among the most vital elements for the smooth operation of an organization. In fact, the success or emergence of a company is determined by the employees who constitute those human resources (Seviana *et al.,* 2024). For a company to successfully achieve its goals and effectively fulfill its obligations and responsibilities, it requires employees who possess a high level of discipline. According to Sutrisno (2019), work discipline refers to an individual's willingness and readiness to adhere to and follow all company rules. This implies that employees who

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

comply with all company regulations demonstrate a high level of work discipline. Conversely, employees who lack discipline often disregard company rules; thus, the level of an employee's work discipline is influenced by a variety of factors.

The first factor influencing employee work discipline is leadership (Bahagia *et al.,* 2021). Leadership is an activity involving influence and the ability to persuade others to work toward the achievement of previously agreed-upon organizational goals (Robbins, 2017). Findings from previous research by Timbang & Saputra (2024), Hernandi *et al.* (2024), and Sohaniyah & Serip (2025) demonstrate that leadership has a positive and significant effect on employee work discipline. This contrasts with the results of an earlier research by Aryani *et al.* (2021), which found that leadership had a negative and significant effect on employee work discipline.

The second factor influencing employee work discipline is supervision (Suryandari *et al.,* 2024). Supervision is a process in which all organizational activities are monitored to ensure that every task performed aligns with previously established plans (Siagian, 2017). Findings from previous research conducted by Nuryadi *et al.* (2023), Hajiali *et al.* (2022), and Novandri *et al.* (2023) demonstrate that supervision has a positive and significant effect on employee work discipline. This contrasts with the findings of Riyandi *et al.* (2024), which show that supervision has a negative and significant effect on employee work discipline.

The third factor influencing employee work discipline is organizational culture (Primadhani & Pitoyo, 2024). Organizational culture is a set of ideas or a system of beliefs, values, and norms formed within an organizational environment that serves as a behavioral guide for members in addressing both internal and external challenges (Mangkunegara, 2017). Previous research findings by Aryanti & Setiadi (2022), Prasetyo & Furqon (2023), and Wicara (2022) demonstrate that organizational culture has a positive and significant effect on employee work discipline. This contrasts with the findings of Yolana *et al.* (2022), which indicate that organizational culture has an insignificant effect on employee work discipline.

The fourth factor influencing employee work discipline is punishment (Wibowo *et al.,* 2023). Punishment refers to the consequences experienced by workers due to their inability to complete and execute assigned tasks (Fahmi, 2017). Previous research findings by Sari & Arini (2023), Handayani & Kartika (2023), and Purnomo (2021) demonstrate that punishment has a positive and significant effect on employee work discipline. In contrast, research by Ramli *et al.* (2021) found that punishment has an insignificant effect on employee work discipline.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

PT Wahana Kasih Mulia Kedungreja is a company operating in the textile and garment sector, established in Kedungreja in 2011. This production operation consists of several specialized sections, each responsible for specific operational tasks (Pangesti *et al.,* 2025). Interviews conducted by the researcher with the company's management revealed indications of factors contributing to a decline in employee work discipline. These indications include employees frequently arriving late, leaving before the end of the workday, exiting the premises during working hours without authorization, or even failing to show up for work for various reasons. The following data presents the employee lateness rates at PT Wahana Kasih Mulia Kedungreja for the year 2025.

Table 1. Employee Lateness Rate Data
PT Wahana Kasih Mulia Kedungreja, 2025

Month	NE (Person)	NWD (Day)	Lateness	
			Amount (Person)	Percentage (%)
January	73	27	26	1,32
February	74	24	34	1,91
March	80	27	24	1,11
April	87	26	17	0,75
May	81	27	37	1,69
June	79	26	25	1,22
July	89	27	28	1,17
August	95	27	33	1,29
September	95	26	27	1,09
October	95	27	80	3,12
November	95	25	50	2,10
December	95	27	38	1,48
Average				1,52

Source: HR Department of PT Wahana Kasih Mulia Kedungreja; data processed by the researcher.

Data on employee lateness at PT Wahana Kasih Mulia Kedungreja shows that in October 2025, the lateness rate reached 3,12% a figure considered high based on the established criteria for employee lateness. The average employee lateness rate for 2025

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

was 1,52%. This indicates that the average lateness rate falls within the ">1" category, carrying a weight of 2 (classified as "moderate"). There is concern that this trend could worsen in the coming year, potentially leading to a decline in employee work discipline at PT Wahana Kasih Mulia Kedungreja.

LITERATURE REVIEW

Employee Work Discipline

According to Sutrisno (2019), work discipline is an individual's behavior characterized by a willingness and readiness to comply with and adhere to all company rules. This concept describes the level of employee adherence to organizational rules and norms, whether formally documented or informally established (Romadhon *et al.,* 2026). Work discipline serves as a tool used by managers or leaders to foster greater individual awareness and the desire to observe all company regulations and prevailing social norms (Afandi, 2018). It encompasses an employee's understanding of and intention to follow all company-established rules and applicable social standards (Hasibuan, 2017). Workplace discipline is the attitude of adhering to an organization's rules and norms, aimed at strengthening employee morale in the pursuit of organizational goals (Jovita *et al.,* 2024).

Bahagia *et al.* (2021) identify leadership and supervision as factors influencing employee work discipline. Suryandari *et al.* (2024) cite leadership style, supervision, and work motivation as influencing factors. Primadhani & Pitoyo (2024) identify leadership and organizational culture as factors affecting employee work discipline. Wibowo *et al.* (2023) point to rewards and punishments as influencing factors. Finally, Halawa & Karneli (2025) identify the indicators of employee work discipline in their research as punctuality, proper use of office equipment, a high sense of responsibility, and adherence to office regulations.

Leadership

Leadership is an activity involving influence and the ability to persuade others to work toward the achievement of previously agreed upon company goals (Robbins, 2017). Leadership is the skill of mobilizing individuals such as team or group members and guiding their behavior to attain organizational or group objectives (Kartono, 2017). Leadership is a process of guiding and influencing actions related to the responsibilities of team members (Sutrisno, 2019). According to Halawa & Karneli (2025), the leadership

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

indicators in this research are fairness, the creation of a sense of security, serving as a source of inspiration, and demonstrating respect.

Supervision

Supervision is a process in which all organizational activities are monitored to ensure that the work performed aligns with previously established plans (Siagian, 2017). It can be understood as an action taken to "guarantee" the realization of organizational goals and management objectives (Handoko, 2017). As a core management function, supervision involves monitoring various organizational activities to ensure that ongoing work conforms to prior plans (Fahmi, 2017). According to Suryandari *et al.* (2024), the indicators of supervision in this research are standard setting, performance assessment, conformity, and corrective action.

Organizational Culture

Organizational culture is a set of ideas or a system of beliefs, values, and norms formed within an organizational environment that serves as a behavioral guide for members in addressing both internal and external challenges (Mangkunegara, 2017). It is an invisible force capable of influencing the thoughts, emotions, and behaviors of individuals contributing to an organization (Afandi, 2018). Organizational culture refers to the values that guide employees in carrying out their responsibilities and conducting themselves within the organization (Sulaksono, 2019). An organization's culture is a set of shared values and beliefs that provide meaning to each individual within the organization and establish norms for conduct (Yulianto *et al.,* 2025). According to Yolana *et al.* (2022), the indicators of organizational culture in this research are self-awareness, aggressiveness, personality, performance, and team orientation.

Punishment

Punishment is a consequence experienced by a worker due to an inability to complete or execute assigned tasks (Fahmi, 2017). It is an action or process applied to an individual or group in response to a mistake, violation, or criminal act. Punishment aims to produce an effect whether positive or negative designed to shape and correct behavior so that the offense is not repeated in the future (Siagian, 2017). It serves as a potential sanction intended to correct the behavior of employees who commit violations, uphold established regulations, and provide a lesson to those who have erred (Mangkunegara, 2017). According to Sari & Arini (2023), the indicators of punishment in

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

this research include reprimands, warnings, salary deductions, the deferral of promotions, demotions, and suspension.

Objectives

1. General objective

To address conflicting findings from previous research and provide a solution to the phenomenon of the gap observed at PT Wahana Kasih Mulia Kedungreja regarding employee work tardiness.

2. Specific objectives
   a. To analyze the significance of the influence of leadership on employee work discipline at PT Wahana Kasih Mulia Kedungreja.
   b. To analyze the significance of the influence of supervision on employee work discipline at PT Wahana Kasih Mulia Kedungreja.
   c. To analyze the significance of the influence of organizational culture on employee work discipline at PT Wahana Kasih Mulia Kedungreja.
   d. To analyze the significance of the influence of punishment on employee work discipline at PT Wahana Kasih Mulia Kedungreja.

RESEARCH METHODS

This research employs a quantitative research approach, which emphasizes testing theories through the numerical measurement of research variables to test hypotheses. According to Sugiyono (2017), the quantitative method is defined as a statistical analysis method in which testing is based on numerical data. The population for this research consists of the 95 employees of PT Wahana Kasih Mulia Kedungreja. The minimum sample size was calculated using Slovin's formula, resulting in a figure of 78 employees. Proportionate stratified random sampling was used as the sampling technique, resulting in a final sample size of 81 respondents.

Variable measurement was conducted by administering a questionnaire containing statements regarding work discipline, leadership, supervision, organizational culture, and punishment, utilizing a Likert scale ranging from a score of 1 (strongly disagree) to 5 (strongly agree) (Sugiyono, 2017). Validity testing for the statement items was performed using the product moment correlation, while instrument reliability was assessed using the Cronbach's Alpha formula. As the regression model aims to produce the best linear unbiased estimator, classical assumption tests were conducted first, these included a

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

data normality test (Kolmogorov-Smirnov test), a multicollinearity test (examining VIF and Tolerance values), and a heteroscedasticity test (using the Glejser method).

Data analysis in this research employs multiple linear regression analysis. The formula for the multiple linear regression equation is as follows (Sugiyono, 2017) :

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where Y is work discipline; a is a constant; b_1, b_2, b_3, and b_4 are regression coefficients; X_1 is leadership; X_2 is supervision; X_3 is organizational culture; X_4 is punishment; and e is the residual value. Model feasibility was assessed using the F test, and hypothesis testing was conducted using the t test.

RESULTS

Validity Test

The researcher conducted validity tests on the variables of leadership, supervision, organizational culture, punishment, and work discipline. The results of the validity testing in this research are presented below :

Table 2. Validity Test Results

Variable	Statement	r_{value}	r_{table}	Information
Leadership	X_1_1	0,751	0,361	Valid
	X_1_2	0,729	0,361	Valid
	X_1_3	0,801	0,361	Valid
	X_1_4	0,744	0,361	Valid
Supervision	X_2_1	0,720	0,361	Valid
	X_2_2	0,760	0,361	Valid
	X_2_3	0,685	0,361	Valid
	X_2_4	0,801	0,361	Valid
Organizational Culture	X_3_1	0,713	0,361	Valid
	X_3_2	0,820	0,361	Valid
	X_3_3	0,735	0,361	Valid
	X_3_4	0,820	0,361	Valid
	X_3_5	0,717	0,361	Valid
Punishment	X_4_1	0,726	0,361	Valid

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

	X_4_2	0,771	0,361	Valid
	X_4_3	0,828	0,361	Valid
	X_4_4	0,882	0,361	Valid
	X_4_5	0,831	0,361	Valid
	X_4_6	0,814	0,361	Valid
Work Discipline	Y_1	0,713	0,361	Valid
	Y_2	0,784	0,361	Valid
	Y_3	0,753	0,361	Valid
	Y_4	0,791	0,361	Valid

The results of the validity test conducted on 30 respondents indicate that the calculated r values for all statement items across the variables of leadership (X_1), supervision (X_2), organizational culture (X_3), punishment (X_4), and work discipline (Y) exceed the r table therefore, all statements are deemed valid.

Reliability Test

The researcher conducted reliability tests on the variables of leadership, supervision, organizational culture, punishment, and work discipline. The results of the reliability testing in this research are presented below:

Table 3. Reliability Test Results

Variable	*Cronbach's Alpha*	Reliable Standard	Information
Work Discipline	0,757	0,700	Reliable
Leadership	0,751	0,700	Reliable
Supervision	0,728	0,700	Reliable
Organizational Culture	0,817	0,700	Reliable
Punishment	0,893	0,700	Reliable

Based on the reliability test results, all variables can be considered reliable as they meet the required threshold specifically, a Cronbach's alpha value greater than 0,700.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Normality Test

Based on the normality test results using the Kolmogorov-Smirnov test, an asymptotic significance value of 0,200 was obtained therefore, it can be concluded that the data used are normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	VIF	*Tolerance*	Information
Leadership	3,260	0,307	Multicollinearity is not present
Supervision	1,882	0,531	Multicollinearity is not present
Organizational Culture	3,599	0,278	Multicollinearity is not present
Punishment	3,526	0,284	Multicollinearity is not present

Based on the results of the multicollinearity test, it can be seen that VIF values ≤ 10 and Tolerance values ≥ 0,1 indicate the absence of multicollinearity.

Heteroskedasticity Test

Table 5. Heteroskedasticity Test Results

Variable	Sig.	Information
Leadership	0,866	Heteroskedasticity is not present
Supervision	0,741	Heteroskedasticity is not present
Organizational Culture	0,738	Heteroskedasticity is not present
Punishment	0,614	Heteroskedasticity is not present

Based on the heteroscedasticity test results for the regression model, no heteroscedasticity is present, as the Glejser test yielded probability values greater than 0,05 for all independent variables.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis Results

Variable	Regression Coefficient
Constant	1,709
Leadership	0,220
Supervision	0,137
Organizational Culture	0,206
Punishment	0,185

The multiple linear regression equation obtained is:

$$Y = 1{,}709 + 0{,}220X_1 + 0{,}137X_2 + 0{,}206X_3 + 0{,}185X_4 + e$$

Multiple linear regression analysis indicates that if the variables of leadership, supervision, organizational culture, and punishment are all zero, work discipline will amount to 1,709. The regression coefficients for leadership, supervision, organizational culture, and punishment are positive, meaning that for every increase in the value of these variables, work discipline will increase by the magnitude of the respective regression coefficient.

Coefficient of Determination (R^2)

The coefficient of determination indicates an Adjusted R squared value of 0,722 meaning that 72,20 percent of the variation in employee work discipline at PT Wahana Kasih Mulia Kedungreja can be explained by changes in the variables of leadership, supervision, organizational culture, and punishment. Meanwhile, the remaining 27,80 percent is attributable to other variables not examined in this research, such as work motivation, compensation, work environment, leadership style, character, competence, talent management, and rewards.

F test

Table 7. F test Results

F_{value}	F_{table}	Information
53,070	2,492	Viable Model

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The F test is used to determine the suitability of a research model. This research employs a 95% confidence level (α = 0,05) and degrees of freedom of df = (k-1) and (n-k) specifically (5-1) = 4 and (81–5) = 76 resulting in an F table value of 2,492. Since the calculated F value of 53,070 exceeds the F table value of 2,492, the model is considered suitable.

T test

Table 8. t test results

Variable	t_{value}	t_{table}	Sig.	**Information**
Leadership	2,336	1,665	0,022	Accepted
Supervision	2,024	1,665	0,046	Accepted
Organizational Culture	2,300	1,665	0,024	Accepted
Punishment	2,620	1,665	0,011	Accepted

Based on the t test results, the calculated t values for the variables of leadership, supervision, organizational culture, and punishment (2,336; 2,024; 2,300; and 2,620, respectively) exceed the t table value (1,665), with significance levels of 0,022; 0,046; 0,024; and 0,011 (all < 0,05). These statistical results indicate that leadership, supervision, organizational culture, and punishment have a positive and significant influence on the work discipline of PT Wahana Kasih Mulia Kedungreja employees therefore, the first, second, third, and fourth hypotheses are **accepted**.

DISCUSSION

The influence of leadership on employee work discipline at PT Wahana Kasih Mulia Kedungreja

The results of the multiple linear regression analysis indicate a positive regression coefficient of 0,220 meaning that effective leadership within a company leads to improved employee work discipline. Furthermore, the calculated t value of 2,336 exceeds the t table value of 1,665, with a significance level of 0,022.

The findings of this research align with previous research by Bahagia *et al.* (2021), which indicates that leadership is a factor that exerts a positive and significant influence on employee work discipline. Furthermore, these results reinforce findings from research conducted by Timbang & Saputra (2024), Hernandi *et al.* (2024), and Sohaniyah & Serip (2025), which also demonstrate that leadership has a positive and significant impact on

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

employee work discipline. However, these results differ from the findings reported by Aryani *et al.* (2021), which indicate that leadership has a negative and significant influence on employee work discipline.

The findings of this research indicate that leadership has a positive and significant influence on employee work discipline at PT Wahana Kasih Mulia Kedungreja. This causal relationship demonstrates that if employees hold a positive view of the leadership characterized by fairness, the creation of a sense of security, the ability to inspire, and an attitude of respect then employee work discipline at PT Wahana Kasih Mulia Kedungreja will improve.

The influence of supervision on the work discipline of PT Wahana Kasih Mulia Kedungreja employees

The results of the multiple linear regression analysis indicate a positive regression coefficient of 0,137. This suggests that work supervision enhances employee work discipline. Furthermore, the calculated t value of 2,024 exceeds the t table value of 1,665 at a significance level of 0,046.

The findings of this research align with previous research conducted by Suryandari *et al.* (2024), which indicates that supervision is a factor exerting a positive and significant influence on employee work discipline. Furthermore, the results reinforce findings from earlier research by Nuryadi *et al.* (2023), Hajiali *et al.* (2022), and Novandri *et al.* (2023), which also demonstrate that supervision has a positive and significant impact on employee work discipline. However, these results differ from those obtained by Riyandi *et al.* (2024), who found that supervision had a negative and significant effect on employee work discipline.

The findings of this research indicate that supervision has a positive and significant influence on employee work discipline at PT Wahana Kasih Mulia Kedungreja. This cause and effect relationship demonstrates that if employees perceive the supervision conducted by PT Wahana Kasih Mulia Kedungreja based on the four indicators of standard setting, performance assessment, conformity, and corrective action as effective, then the level of employee work discipline at the company will increase.

The influence of organizational culture on employee work discipline at PT Wahana Kasih Mulia Kedungreja

The results of the multiple linear regression analysis show a positive regression coefficient of 0,206, indicating that a favorable organizational culture within the company

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

leads to increased employee work discipline. Furthermore, the calculated t value (2,300) exceeds the t table value (1,665), with a significance level of 0,024.

The findings of this research reinforce the results of previous research conducted by Primadhani & Pitoyo (2024), which demonstrated that organizational culture is a factor that positively and significantly influences employee work discipline. Furthermore, this research corroborates the findings of Aryanti & Setiadi (2022), Prasetyo & Furqon (2023), and Wicara (2022), all of which indicate that organizational culture has a positive and significant impact on employee work discipline. However, results obtained by Yolana *et al.* (2022) indicate that organizational culture does not have a significant effect on employee work discipline.

The findings of this research indicate a positive and significant influence of organizational culture on employee work discipline at PT Wahana Kasih Mulia Kedungreja. This causal relationship demonstrates that if employees hold a positive view of the company's organizational culture encompassing the five indicators of self-awareness, aggressiveness, personality, performance, and team orientation then employee work discipline at PT Wahana Kasih Mulia Kedungreja will also improve.

The effect of punishment on employee work discipline at PT Wahana Kasih Mulia Kedungreja

The results of the multiple linear regression analysis show a positive regression coefficient of 0,185, indicating that the appropriate application of punishment leads to an increase in employee work discipline. Furthermore, the calculated t value of 2,620 exceeds the t-table value of 1,665, with a significance level of 0,011.

The findings of this research reinforce the results of previous research conducted by Wibowo *et al.* (2023), which demonstrated that a culture of punishment is a factor exerting a positive and significant influence on employee work discipline. Furthermore, this research corroborates findings by Sari & Arini (2023), Handayani & Kartika (2023), and Purnomo (2021), all of which indicate that punishment has a positive and significant impact on employee work discipline. However, results obtained by Ramli *et al.* (2021) indicate that punishment does not have a significant effect on employee work discipline.

The findings of this research indicate a positive and significant influence of punishment on employee work discipline at PT Wahana Kasih Mulia Kedungreja. This cause and effect relationship demonstrates that when punishment is administered appropriately encompassing six indicators reprimands, warnings, salary deductions, the

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

deferral of promotions, demotions, and suspensions employee work discipline at PT Wahana Kasih Mulia Kedungreja will also improve.

CONCLUSION

1. Leadership has a positive and significant influence on the work discipline of PT Wahana Kasih Mulia Kedungreja employees.
2. Supervision has a positive and significant influence on the work discipline of PT Wahana Kasih Mulia Kedungreja employees.
3. Organizational culture has a positive and significant influence on the work discipline of PT Wahana Kasih Mulia Kedungreja employees.
4. Punishment has a positive and significant influence on the work discipline of PT Wahana Kasih Mulia Kedungreja employees.

The implications of this research are that leaders can treat all employees fairly, evaluate the performance of all employees, prioritize a team orientation over an individual one, and impose demotion as a penalty if employees commit serious infractions. This research was conducted exclusively at PT Wahana Kasih Mulia Kedungreja a textile company and focused on four independent variables: leadership, supervision, organizational culture, and punishment. Future research could re-examine employee work discipline in companies outside the textile industry. It is recommended that subsequent research incorporate other independent variables influencing employee work discipline, such as work motivation, compensation, work environment, leadership style, character, competence, talent management, and rewards.

REFERENCES

Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Zanafa Publishing, Riau.

Aryani, M., Subiyanto, E. D., & Septyarini, E. (2021). Pengaruh Kepemimpinan, Motivasi Kerja dan Kompensasi Terhadap Disiplin Kerja Karyawan. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, *8*(2), 215–229. https://doi.org/10.37606/publik.v8i2.240

Aryanti, A. D., & Setiadi, P. B. (2022). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Disiplin Kerja Karyawan Pada PT Era Mulia Abadi Sejahtera. *Eqien - Jurnal Ekonomi Dan Bisnis*, *11*(4), 20–26. https://doi.org/10.34308/eqien.v11i04.1252

Bahagia, R., Sarah, S., & Putri, L. P. (2021). The Effect of Leadership and Supervision

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

on Employee Discipline at PT. Perkebunan Nusantara III (Persero) Kebun Bandar Selamat. *Morfai Journal: Multidiciplinary Output Research For Actual and International Issue*, *1*(2), 177–184. https://doi.org/10.54443/morfai.v1i2.67

Fahmi, I. (2017). *Manajemen Sumber Daya Manusia Teori dan Aplikasi*. CV. Alfabeta, Bandung.

Hajiali, I., Kessi, A. M. F., Budhiandriani, B., Prihatin, E., & Sufri, M. (2022). The Effect of Supervision, Compensation, Character on Work Discipline at PT. PLN Makassar City. *Golden Ratio of Human Resource Management*, *2*(2), 70–85. https://doi.org/10.52970/grhrm.v2i2.85

Halawa, D. W., & Karneli, O. (2025). Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Disiplin Kerja Karyawan (Studi Pada PT. Dipo Internasional Pahala Otomotif Pekanbaru Bagian Departemen Service). *ECo-Buss: Economics and Business*, *7*(3), 1562–1573. https://doi.org/10.32877/eb.v7i3.1434

Handayani, R., & Kartika, C. Z. (2023). Pengaruh Reward dan Punishment Terhadap Disiplin Kerja Karyawan Pada Departemen Kaos Kaki Areal KK2A PT Kahatex Kota Cimahi. *Jurnal Bisnis Mahasiswa*, *3*(4), 347–355. https://doi.org/10.60036/jbm.v3i4.art5

Handoko, T. H. (2017). *Manajemen Personalia dan Sumberdaya Manusia*. Penerbit BPFE, Yogyakarta.

Hasibuan, M. (2017). *Manajemen Sumber Daya Manusia*. Bumi Aksara, Jakarta.

Hernandi, R. A., Rokhayati, I., & Lestari, H. D. (2024). Variabel Yang Berpengaruh Terhadap Disiplin Kerja Karyawan PT . Wahana Kasih Mulia Kedungreja. *Prosiding Seminar Nasional Akademik Universitas Abdurachman Saleh Situbondo*, *1*(1), 139–148.

Jovita, O. H. G., Lestari, H. D., & Pahlevi, A. (2024). Analisis Faktor Yang Mempengaruhi Kepuasan Kerja Karyawan PT BPR BKK Purwokerto (Perseroda). *Majalah Ilmiah Manajemen & Bisnis (MIMB)*, *21*(2), 234–243.

Kartono, K. (2017). *Pemimpin dan Kepemimpinan*. PT. Rajawali Grafindo Persada, Jakarta.

Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Rosda, Bandung.

Martin, P. F., Lestari, H. D., & Pahlevi, A. (2025). Pengaruh Kepemimpinan, Komunikasi, Kompensasi, dan Lingkungan Kerja Fisik terhadap Semangat Kerja. *Majalah Ilmiah Manajemen & Bisnis (MIMB)*, *22*(1), 87–94.

Novandri, A., Rahayuningsih, N., & Anwar, S. (2023). Pengaruh Pengawasan dan

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Motivasi terhadap Disiplin Kerja pada Karyawan PT. Pupuk Indonesia Pangan Kandanghaur Indramayu. *Jurnal Investasi*, *9*(1), 36–44.

Nuryadi, Y., Kurniawan, M., & Damayanti, R. (2023). Pengaruh Kepemimpinan dan Pengawasan Terhadap Disiplin Kerja Karyawan Di PT Golden Blossom Sumatra (GBS). *Journal of Management: Small and Medium Enterprises (SME's)*, *16*(1), 101–111. https://doi.org/10.35508/jom.v16i1.7786

Pangesti, S. K., Zuhaena, F., & Pahlevi, A. (2025). The Effect of Work Motivation, Compensation, Work Discipline, and Work Environment on Employee Work Productivity at PT Hyup Sung Purbalingga. *Proceeding of International Students Conference of Economics and Business Excellence*, *2*(1), 590–595.

Prasetyo, A. F., & Furqon, M. A. (2023). The Influence of Talent Management and Organizational Culture on Employee Discipline at PT. Pelindo Husada Citra. *Conference of Psychology and Flourishing Humanity (PFH 2022)*, *1*(1), 328–338. https://doi.org/10.2991/978-2-38476-032-9

Primadhani, W. N., & Pitoyo, D. (2024). Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Disiplin Kerja Karyawan PT Semarang Power Mandiri. *MATRIK: Jurnal Manajemen Dan Teknik Industri-Produksi*, *24*(2), 173–182. https://doi.org/10.350587/Matrik

Purnomo, S. (2021). Pengaruh Reward dan Punishment terhadap Disiplin Kerja Karyawan pada PT Dwida Jaya Tama. *Jurnal Perkusi: Pemasaran, Keuangan, & Sumber Daya Manusia*, *1*(4), 540–546.

Ramli, M., Dangkeng, A., Sudirman, N., Nurfaisah, N., & Wijaya, H. (2019). Pengaruh Reward dan Punishment Terhadap Peningkatan Disiplin Kerja Karyawan Pada PT. London Sumatera (Perusahaan Ekspor Karet di Bulukumba). *MANDAR (Management Development and Applied Research Journal)*, *2*(1), 8–16.

Riyandi, F. M., Permana, R. P., Pratama, A., & Susijawati, N. (2024). The Effect Of Work Supervision, Competence And Work Motivation On Work Discipline Of Rattan Industry Employees PT. Totum Diba Cirebon Regency. *JRSSEM: Journal Research of Social Science, Economics, and Management*, *3*(9), 1753–1766. https://doi.org/10.59141/jrssem.v3i9.642

Robbins, S. P. (2017). *Perilaku Organisasi* (Edisi 10). PT. Macan Jaya Cemerlang, Jakarta.

Romadhon, A. R., Zuhaena, F., & Masita, T. E. (2026). The Role of Compensation, Discipline, Motivation, and Work Ethic in Enhancing Employee Productivity at PT Royal Korindah Purbalingga. *Proceeding of SINERGY*, *1*(1), 535–542.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Sari, W. P., & Arini, E. (2023). The Influence of Reward, Punishment, and Work Environment on Work Discipline of Employees of PT Tunas Dwipa Matra Kepahiang Branch. *Jurnal EMBA Review: Jurnal Ekonomi, Manajemen, Bisnis Dan Akuntansi Review*, *3*(1), 255–266. https://doi.org/10.53697/emba.v3i1.1292

Seviana, D., Zuhaena, F., & Lestari, H. D. (2024). Pengaruh Lingkungan Kerja, Komunikasi, Kepemimpinan, dan Budaya Organisasi terhadap Kepuasan Kerja Karyawan PT. Prima Armada Raya Cilacap. *Prosiding Seminar Nasional UNARS*, *3*(1), 214–223.

Siagian, S. (2017). *Manajemen Personalia dan Sumber Daya Manusia*. Bumi Aksara, Jakarta.

Sohaniyah, D., & Serip, S. (2025). Pengaruh Kepemimpinan dan Pengawasan terhadap Disiplin Kerja Karyawan pada PT Sinar Niaga Sejahtera. *JPSDM: Jurnal Penelitian MSDM*, *4*(1), 1–12.

Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R & D*. CV Alfabeta, Bandung.

Sulaksono, H. (2019). *Budaya Organisasi dan Kinerja*. Deepublish, Sleman.

Suryandari, M., Linawati, L., & Sofiati, S. (2024). Pengaruh Gaya Kepemimpinan, Pengawasan dan Motivasi Kerja terhadap Disiplin Kerja Karyawan PT. Media Sarana Data. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, *6*(2), 810–822. https://doi.org/10.47467/alkharaj.v6i2.3612

Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia* (Kesebelas). Prananda Media Group, Jakarta.

Timbang, E., & Saputra, B. W. (2024). The Influence of Leadership and Work Motivation on Employee Discipline at PT Datascript Indonesia. *Indonesian Journal of Multidisciplinary Science*, *4*(3), 215–224. https://doi.org/10.56457/jimk.v8i2.133

Wibowo, S. N., Solahudin, A., Haryanto, B. E., & Widawati, Y. (2023). The Effect of Reward and Punishment on Work Discipline Employees PT. Kuningan Mega Building. *Research Trend in Technology and Management*, *1*(1), 48–56. https://doi.org/10.56442/rttm.v1i1.4

Wicara, D. G. (2022). Pengaruh Budaya Organisasi terhadap Disiplin Kerja Karyawan PT Timur Jaya Pekanbaru. *Eko Dan Bisnis: Riau Economic and Business Review*, *13*(4), 405–416.

Yolana, Y., Syawaluddin, S., Okta, M. A., & Goh, T. S. (2022). Pengaruh Punishment dan Budaya Organisasi terhadap Disiplin Kerja Karyawan PT. Charman Putra Interbuana. *Ekonomis: Journal of Economics and Business*, *6*(2), 794–798.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

https://doi.org/10.33087/ekonomis.v6i2.635
Yulianto, F. T., Zuhaena, F., & Achadi, A. (2025). Pengaruh Efikasi Diri, Karakteristik Pekerjaan, Etos Kerja, dan Budaya Organisasi terhadap Kepuasan Kerja Karyawan PT. Sutanto Arifchandra Elektronik Banyumas. *Majalah Imiah Manajemen & Bisnis (MIMB)*, *22*(1), 30–39.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.