Implementation of Reward and Punishment System in Improving Employee's Work Discipline

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Abstract

Government bureaucracy often faces criticism from the public, particularly regarding inefficiency and low work discipline among employees. A frequent complaint is the unproductive use of time, often attributed to weak leadership and the failure to enforce applicable regulations. Many believe that leaders' lack of firm decision-making contributes to poor discipline within government offices. This study aimed to examine the impact of the reward and punishment system on improving employee work discipline. The method employed was a quantitative method with a causal approach. Data was collected through a census, including responses from 34 Cakranegara and Sandubaya District Offices staff members. The findings indicate that the reward system significantly positively impacted employee work discipline. In contrast, the punishment system did not show a significant effect on improving discipline. These results suggest that government offices could enhance employee performance and discipline by focusing more on a well-structured reward system. The study highlights the importance of recognition and incentives as a driving force for motivating employees, while punitive measures might not have the desired outcome of fostering better discipline. It is hoped that the study's findings will contribute to encouraging leaders in government institutions to implement more effective reward and punishment systems to improve overall work discipline and organizational efficiency.

Keywords: Punishment System; Reward; Work Discipline.

How to cite:

I. Introduction

The quality of a country's management can be represented by the quality of service shown by government service institutions that interact directly with the community. Therefore, the human resources that provide services to these institutions must be of adequate quality. Often, the low level of service in government service institutions becomes an endless complaint from the community, especially regarding the problem of employee discipline. Discipline is the most important HR (Human Resource) management function. It is a benchmark for determining whether other HR functions as a whole have been implemented properly or not (Astuti H et al., 2022). Good discipline means employees are aware and willing to do all their tasks well (Utami, 2019). Unfortunately, low discipline still often occurs in organizations. One of them also occurs in government offices in Cakranegara District, which consists of two sub-district offices, Cakranegara and Sandubaya.

Factors that influence the level of employee discipline in an organization include the existence of rewards and punishments applied in the organization. By providing sufficient compensation, employee discipline will improve (Yusrawati, 2022). The amount of compensation will reflect the status, recognition, and level of fulfillment of needs enjoyed by employees and their families, motivating employees to have high discipline. In the two sub-district offices, several types of rewards are implemented, and these are expected to improve discipline for its employees. Extrinsic rewards implemented include salary, employee allowances, praise and recognition from superiors, and promotions for employees who excel. Meanwhile, employee allowances consist of three types: structural allowances, regional apparatus performance allowances, and social allowances, which are given based on the position and class of employees in an organization. In addition to flattery and recognition, other non-financial rewards that both sub-district offices attempt are promotions. Promotions are given to employees who have good discipline and performance. Promotions allow employees to occupy higher positions according to their qualifications. With the various rewards applied in the Cakranegara and Sandubaya sub-district offices, it is hoped that it can increase the motivation of employees to be highly disciplined and carry out their duties as well as possible.

Punishment is another factor that can influence work discipline. Punishment is needed to improve discipline and educate employees to obey all organizational regulations. With increasingly severe punishments, employees will be increasingly afraid to violate organizational regulations. So that it will lead to a reduction in negative behaviors, which will lead to increased employee discipline (Febrianti et al., 2023). Whereas they are representatives of the government who are directly in contact with the community, currently, civil servants are still often considered to be less disciplined and less professional (Suprapto et al., 2018). Because both Cakranegara and Sandubaya sub-district offices are government offices, the implemented punishment regulations refer to the regulations set by the central government, namely Government Regulation of the Republic of Indonesia Number 30 of 1980 concerning Civil Servant Disciplinary Regulations. This law explains that there are three types of punishments imposed on civil servants who have been proven to have violated disciplinary regulations, starting from light disciplinary punishments, moderate disciplinary punishments, and finally, severe disciplinary punishments.

Many studies have been conducted on work discipline, including studies that look at the contribution of reward and punishment variables to the level of employee work discipline. One such study is a study conducted by Yusrawati (2022) which examined the effect of rewards and punishments on employee work discipline, with the conclusion that rewards and punishments affect employee work discipline. Another study was conducted by Astuti H et al. (2022), which concluded that reward and punishment variables have a significant effect on increasing employee work discipline. However, the two studies still leave a gap, as they were conducted in institutions that are not public bureaucracies so that the implementation of the reward and punishment system to improve work discipline can be effective in accordance with the rules of each institution. This is different from public bureaucratic institutions, where the rules that apply must follow the rules of the central government so that leaders do not have more authority in decision-making.

Based on the observation results and the previous explanations, this study aims to examine the impact of the reward and punishment system on improving employee work discipline at the Cakranegara and Sandubaya Sub-district Offices as it seems that the reward and punishment system applied to employees is still ineffective. This can be seen from the frequent occurrence of employees arriving late, leaving work early, and using office facilities for personal needs, as well as the lack of performance achievement targets, which results in the quality of service to the community being less than optimal. However, on the other hand, the management also cannot try to implement a reward and punishment system outside of the rules set by the central government. It is hoped that the study's findings will

contribute to encouraging leaders in government institutions to implement more effective reward and punishment systems to improve overall work discipline and organizational efficiency.

II.   Literature Review

Several previous studies that were used as reference in this study include research conducted by Handayani and Kartika (2023) which concluded that rewards and punishments have a positive effect on improving employee work discipline. Other than that, research conducted by Rachmatan et al. (2024) concluded that direct reward provision had a positive and significant effect on civil servants' work discipline, while direct punishment did not significantly affect work discipline. Furthermore, research conducted by Hanapi et al. (2023) on 54 medical personnel concluded that rewards did not significantly affect the work discipline of paramedic employees, while punishment had a significant effect on employee work discipline. Based on the existing problems and previous explanations, the conceptual framework of this research is built, as shown in Figure 1.
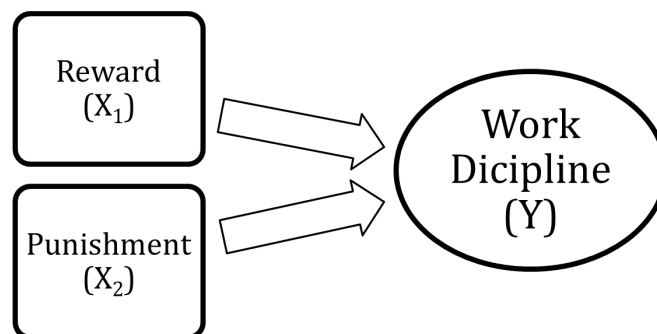

Figure 1. Conceptual Framework of Research

III.   Method

The approach used in this study is associative, using the census method to collect data by distributing questionnaires. Respondents involved in this study were employees and leaders of the Cakranegara and Sandubaya District offices. The respondents were 36, including 26 civil servants, 2 regional honorariums, and eight contract workers. Given the relatively small population, all employees were used as respondents. Meanwhile, the leaders of each district, totaling 2 people, were the assessors of employee discipline. This study used 2 (two) independent variables, namely rewards and punishments, and 1 (one) dependent variable, namely employee work discipline.

To measure respondents' perceptions of the reward level, 4 (four) indicators are used, including salary, allowances, praise and recognition, and satisfaction with achievement. To measure respondents' perceptions of the level of punishment, 3 (three) indicators are used, including low disciplinary, medium disciplinary, and severe disciplinary. To measure the level of employee work discipline, 5 (five) indicators are used based on the leader's assessment, including absenteeism, responsibility, orderliness, obedience, and concern. Furthermore, the collected data will be processed with the help of the SPSS application to conduct a t-test to see each independent variable's influence on employee discipline. The processed data will be analyzed to draw conclusions and formulate recommendations. The complete presentation of the research flow is shown in Figure 2.
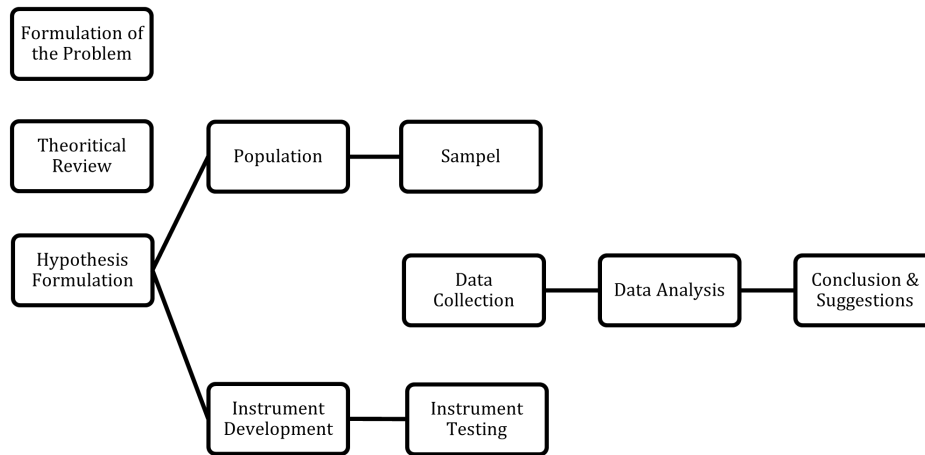
Figure 2. Research Flow

IV.   Results and Discussion

1.   Descriptive Analysis

This study uses both extrinsic and intrinsic rewards. Five indicators measure these rewards: salary, allowances, praise and recognition, promotion, and satisfaction with achievement. Table 1 shows the scores and distribution of respondent answer category values for each indicator from the statement items submitted.

Table 1. Respondents Answers to the Reward Variable

No.	Indicator	Average	Category
	Reward		
1	q1	3,2	Quite High
2	q2	2,97	Quite High
3	q3	3,58	High
4	q4	3,58	High
5	q5	3,7	High
Category		**3,41**	**High**

Based on Table 1, it can be concluded that the category for the reward variable is high because the overall value distribution is 3.41. This shows that the reward system applied at the Cakranegara and Sandubaya Sub-district Offices is following the expectations of the employees. Meanwhile, the type of punishment used in this study is based on Law No. 30 of 1980, which is the official reference for all civil servants throughout Indonesia. This variable consists of ten question items: verbal warnings, written warnings, written statements of dissatisfaction, delays in salary increases, salary decreases, delays in promotions, demotions, release from office, honorable dismissals, and dishonorable dismissals. The analysis can be seen in Table 2.

Table 2. Respondents Answers to the Punishment Variable

No.	Indicator	Average	Category
	Punishment		
1	q1	3,64	Severe
2	q2	3,58	Severe

No.	Indicator	Average	Category
3	q3	3,47	Severe
4	q4	3,70	Severe
5	q5	3,20	Quiet Severe
6	q6	3,26	Quiet Severe
7	q7	3,26	Quiet Severe
8	q8	3,26	Quiet Severe
9	q9	3,20	Quiet Severe
10	q10	3,17	Quiet Severe
Category		**3,36**	**Quiet Severe**

Based on Table 2, it can be concluded that the overall category of the level of punishment variables is quite severe, as can be seen from the overall average value obtained, which is 3.36. This shows that the punishments applied by the Cakranegara and Sandubaya Sub-district Offices can create a sense of fear among employees. Furthermore, five indicators are used to measure the work discipline of employees of Cakranegara and Sandubaya Districts: attendance, responsibility, honesty, orderliness, compliance, and finally, a sense of concern for achieving organizational goals. Table 3 shows the distribution of the respondent's work discipline assessment category values for each indicator from the statement items submitted.

Table 3. Management's Responses to Employee Discipline Levels

No.	Indicator	Average	Category
	Disiplin Kerja		
1	q1	3,7	Good
2	q2	3,52	Good
3	q3	3,41	Good
4	q4	3,38	Good
5	q5	3,35	Good
Category		3,47	Good

For the assessment of respondents' work discipline, Table 3 explains that, in general, employee work discipline is quite good, with a percentage of 52.4%, and the remaining 47.6% is good. No employees with a work discipline assessment were found in the category of very good, not good, or very bad. The table above also shows the category of employee discipline levels at the Cakranegara and Sandubaya Sub-district Offices in the good category with an average of 3.47. This shows that the level of employee discipline is still acceptable to the leaders at the Cakranegara and Sandubaya Sub-district Offices.

2.　Validity and Reliability Test

A questionnaire was used to measure all variables in this study. Furthermore, an instrument test was conducted to measure the level of validity and reliability of the questionnaire. The results of the instrument's validity test can be seen in Table 4. Table 4 shows that the validity test of all indicators of all variables is declared valid, so it can be concluded that the indicators used can measure the research variables correctly.

Table 4. Results of the Validity Test

Item	Correlation Coefficient	Status
Reward		
Salary	0,554	Valid
Allowances	0,723	Valid
Praise and Recognition	0,781	Valid
Promotion	0,686	Valid
Feeling of Personal Competence	0,663	Valid

Item	Correlation Coefficient	Status
Punishment		
Verbal Warning	0,472	Valid
Written Warning	0,461	Valid
Statement of Dissatisfaction	0,768	Valid
Delay in Salary Increase	0,605	Valid
Salary Reduction	0,760	Valid
Postponement of Promotion	0,851	Valid
Demotion	0,826	Valid
Release from Duty	0,753	Valid
Honorable Discharge	0,723	Valid
Dishonorable Discharge	0,729	Valid
Work Discipline		
Absence	0,433	Valid
Responsibility	0,664	Valid
Honesty, Order and Enthusiasm	0,612	Valid
Working Hours Provisions	0,697	Valid
Sense of Concern for Organizational Goals	0,690	Valid

On the other hand, reliability test was also conducted and the results can be seen in Table 5. Table 5 shows that all variables are declared reliable. This shows that the questionnaire submitted to the research respondents has met the strong reliability requirements.

Table 5. Research Instrument Reliability Test

Item	Cronbach's Alpha	Status
Reward (X1)	0,854	Reliabel
Punishment (X2)	0,918	Reliabel
Work Discipline (Y)	0,824	Reliabel

3. Classical Assumption Test

3.1. Normality Test

Based on the analysis tool used in this study, namely multiple linear regression analysis, it can be carried out with the consideration that there are no violations of classical assumptions, namely normality, multicollinearity, autocorrelation, and heteroscedasticity. Figure 3 presents the results of the classical assumption test conducted. The normality assumption aims to test whether in a regression model, the dependent variable, the independent variable, or both have a normal distribution or not. A good regression model is a normal or near-normal data distribution, namely by looking at the distribution of data (points) on the diagonal axis of the graph. If the data is spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption (Khatun, 2021). Conversely, if the data is spread far from the diagonal line and/or does not follow the direction of the diagonal line, then the regression model does not meet the normality assumption. Based on Figure 3, it is known that the data is spread around the diagonal and follows the direction of the diagonal line. Thus, this regression model meets the assumption of normality and is suitable for use in predicting the effect of rewards and punishments on the work discipline of employees in the Cakranegara and Sandubaya Districts.

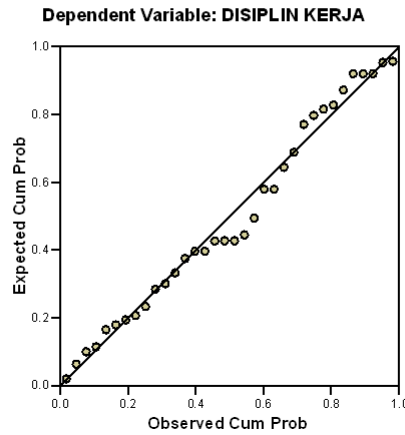**Normal P-P Plot of Regression Standardized Residual**

Dependent Variable: DISIPLIN KERJA

Figure 3. Results of Data Normality Test

3.2.   Multicollinearity Test

Multicollinearity is a condition that describes the existence of a perfect or definite linear relationship between some or all independent variables of the model being studied. Multicollinearity will result in an uncertain regression coefficient or cause its standard error to be infinite, thus causing specification bias. The existence of a linear relationship between independent variables can be detected from the Variance Inflation Factor (VIF). If the VIF value is greater than 10 and the tolerance value is less than 0.1, multicollinearity occurs, conversely there is no multicollinearity between independent variables if the VIF value is less than 10 and the tolerance value is greater than 0.1 (Lavery et al., 2019). Table 6 shows the results of the multicollinearity test of independent variables. The Collinearity Statistics column shows no multicollinearity among the independent variables because the Tolerance listed for the reward and punishment variables is 0.942, where the value is greater than 0.1, and the VIF value is 1.082, where the value is less than 10.

Table 6. Multicollinearity Test Result

Model	Collinearity Statistic	
	Tolerance	VIF
Reward	0,924	1,082
Punishment	0,924	1,082

3.3.   Autocorrelation Test

To detect whether there is a linear relationship between the residuals in the model, the Durbin-Watson test statistic is used. The results of the data autocorrelation test to determine whether or not there is autocorrelation in the regression analysis can be seen in Table 7. Based on the Table 7, the calculation results using the IBM SPSS application, the Durbin Watson Value shows a number between -2 to +2, which is 1.688 so that the multiple linear regression model used in this study does not have any symptoms of Autocorrelation. So this regression model is suitable for use to predict the effect of rewards and punishments on the work discipline of employees of Cakranegara and Sandubaya Districts.

Table 7. Autocorrelation Test Results

Model	Durbin-Watson
1	1,688

3.4. Heteroscedasticity Test

Another assumption test that the data must own is the residual on the data that has the same variance. To test the residual on the data that have the same variance, this study uses a Scatterplot graph that provides an overview of whether the regression model is homoscedasticity or heteroscedasticity. How to see whether there is a certain pattern on the graph, with the basis of analysis, namely if there is a certain pattern, such as the points that form a certain regular pattern (wavy, widening, then narrowing), then heteroscedasticity has occurred. However, if there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, then heteroscedasticity does not occur (Saleh & Rosli, 2024). Figure 4 shows that the points spread above and below zero on the Y-axis, and their distribution does not form a certain pattern. This means that there is no heteroscedasticity in the regression model, which makes it suitable for predicting rewards and punishments for the work discipline of employees of the Cakranegara and Sandubaya Districts. The following is a summary table of the data processing results from the regression model.
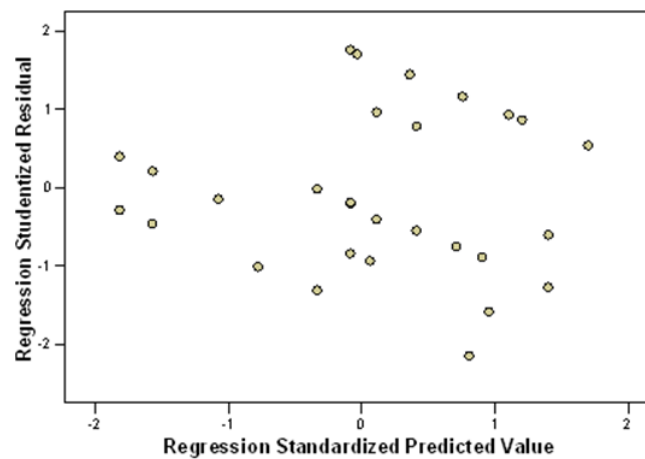

Figure 4. Heteroscedasticity Test Results

3.5. Hypothesis Test

A statistical analysis of the t-test was also used to achieve the research objectives. This statistical analysis was used to answer the questions raised, namely whether rewards and punishments significantly affect the work discipline of employees of the Cakranegara and Sandubaya Districts. Table 8 shows the results of the t-test analysis that was carried out on the data that was collected. The following will describe the meaning of the results of the analysis of each independent variable consisting of rewards (X1) and punishments (X2) on work discipline (Y) of employees at the Cakranegara and Sandubaya District Offices.

Table 8. Results of t-Test Analysis

Variable	t	Significance	Detail
X1	2,925	,006	Significant
X2	1,732	,093	Not Significant

The results show that the t-count for the reward variable was 2.925 with a significance value of

0.006. If the t count is compared with the t table of 2.039, then the t count value is greater than the t table, which means that H0 is rejected (Ha is accepted). This can also be seen from the comparison between the significance value of 0.006, which means that the error probability is less than 0.05 or 5%. Thus, if Ho is rejected, it means that the reward variable significantly influences the work discipline of employees at the Cakranegara and Sandubaya Sub-district Offices. When viewed from the recapitulation of respondents' answers, something is interesting, namely, the average value of rewards in the form of salaries and allowances that are lower than non-financial rewards such as praise, promotions, and feelings of personal competence. It was found that intrinsic rewards, or those that come from within the employee themselves, play a greater role in their discipline than extrinsic and material salaries and allowances. This is because the majority of respondents in this study have the status of civil servants who generally already have a definite income and are not based on workload but on length of service and position, so the salaries they receive are relatively the same. Rewards are said to strongly influence an employee's work discipline. This result is in line with the results of research conducted by Hasani et al. (2023), Marlina et al. (2021), and Maryanti et al. (2022) which stated that by providing appropriate rewards, employee discipline will improve.

On the other hand, the results also show the t-count for the punishment variable is 1.732 (which is smaller than the t-table of 2.039) with a significance value of 0.093 (greater than 0.05). Hence, the hypothesis is rejected. This could be due to the ineffectiveness of applying punishments in force in the two sub-district offices. Several factors need to be considered in the provision of punishment to be effective, namely in terms of time, intensity, consistency, clarification, and whether punishment must be impersonal or not personal. However, of the ten existing punishment indicators, only a few indicators have ever been used in both offices, namely verbal warnings, written warnings, and statements of dissatisfaction. So, the other indicators have little influence on employee work discipline. This can be seen from the recapitulation of respondents' answers to the punishment variable, where the punishment indicators applied in both sub-district offices have higher values than those that have never been applied. The more severe the type of punishment, the lower the average score obtained. The results of this study are supported by the results of research conducted by Rosmawati and Indra (2024) which states that punishment is unable to influence the level of employee work discipline. Punishment is one motivational tool for maintaining employee discipline. Madogo and Pribadi (2016) states that fair and appropriate rewards for employee contributions can increase motivation while also maintaining discipline and increasing compliance with organizational rules.

V.   Conclusion

Based on the analysis presented in the previous discussion, this study concludes that rewards significantly positively affect employee work discipline in the Cakranegara and Sandubaya Districts. In contrast, punishment does not significantly influence work discipline in these districts. The findings of this research contribute to understanding how reward systems, particularly extrinsic rewards such as praise and recognition, can more effectively enhance employee work discipline in government offices. This is significant because salary and allowances are typically fixed by government regulations, limiting the autonomy of office leaders in influencing employee behavior through monetary rewards. Consequently, the study suggests that office leaders should focus more on non-monetary rewards under their control, such as recognition and praise, to improve work discipline. Furthermore, this research underscores the importance of a well-structured and consistent approach to punishment. It is recommended that punishment strategies consider factors such as timing, intensity, consistency, clarity, and impersonal application to be more effective in promoting discipline.

A limitation of this study is the potential bias in respondents' answers, which may stem from a tendency to provide neutral responses to maintain the institution's reputation. Additionally, the assessments of work discipline provided by supervisors may be influenced by habitual patterns, which could affect the objectivity of the results. For future research, it would be valuable to explore the impact of rewards and punishments on work discipline in the private sector, as this study suggests that the influence of these variables may differ significantly between the public and private sectors.

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