

THE EFFECT OF REWARDS AND PUNISHMENT ON WORK DISCIPLINE OF ASN EMPLOYEES AT DUNGUS REGIONAL HOSPITAL

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Abstrak

Fenomena menarik terkait kinerja pegawai ASN adalah rendahnya disiplin kerja di antara mereka. Banyak pegawai ASN yang terlambat dan tidak memperhatikan jam kerja. Jika dibiarkan, hal ini dapat menyebabkan penurunan moral pegawai dan memengaruhi pegawai lain yang selalu disiplin dalam bekerja. Disiplin kerja sangat penting bagi kelancaran operasional suatu organisasi. Salah satu faktor yang dapat memengaruhi disiplin adalah sistem penghargaan dan hukuman yang diterapkan kepada pegawai di suatu instansi pemerintah. Penelitian ini bertujuan untuk mengetahui pengaruh penghargaan dan hukuman terhadap disiplin kerja pegawai ASN di Rumah Sakit Umum Daerah Dungus.

Penelitian ini menggunakan pendekatan kuantitatif dengan teknik pengumpulan data menggunakan kuesioner dan dokumentasi. Teknik pengambilan sampel menggunakan non-probability sampling dengan jumlah sampel 228 pegawai ASN di Rumah Sakit Umum Daerah Dungus. Teknik analisis data menggunakan uji validitas dan reliabilitas, uji normalitas, uji multikolinearitas, uji heteroskedastisitas, uji autokorelasi, analisis regresi linier berganda, uji t, uji F, dan koefisien determinasi (R^2) dengan menggunakan perangkat lunak SPSS versi 25. Hasil penelitian ini menunjukkan bahwa terdapat pengaruh reward terhadap disiplin kerja pegawai ASN di Rumah Sakit Umum Daerah Dungus.

Kata Kunci: Penghargaan, Hukuman, Disiplin Kerja

Abstract

A fascinating phenomenon related to the performance of ASN employees is the lack of work discipline among them. Many ASN employees are late and do not pay attention to their working hours. If left unchecked, this can lead to a decline in employee morale and affect other employees who are always disciplined in their work. Work discipline is crucial for an organization to run smoothly. One factor that can influence discipline is the reward and punishment system applied to employees in a government agency. This study aims to determine the influence of reward and punishment on the work discipline of ASN employees at Dungus Regional General Hospital.

This study uses a quantitative approach with data collection techniques using questionnaires and documentation. The sampling technique uses non-probability sampling with a sample size of 228 ASN employees at Dungus Regional General Hospital. Data analysis techniques use validity and reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, autocorrelation tests, multiple linear regression analysis, t-tests, F-tests, and coefficient of determination (R^2) using SPSS version 25 software. The results of this study show that there is an influence of reward on the work discipline of ASN employees at Dungus Regional General Hospital.

Keywords: Reward, Punishment, Work Discipline

A. INTRODUCTION

Human resources in a business context are the people who work in an organization, often referred to as employees. Human resources are a crucial asset for an organization and must be considered in management, as they are the ones who work to create goals, innovate, and achieve organizational objectives. These human resources are what enable other resources to function. Human resource management is a branch of management science that specifically applies to human resources. Managing human resources is not as straightforward as managing other resources. Because the people being managed are individuals with different minds, feelings, and goals, the success or failure of human resource management will have far-reaching consequences.(Fitriya et al., nd).

(Sugianto & Firdaus, 2021) Reveals thatThe implementation of discipline itself is very important for an organization to ensure the smooth running of processes within the organization. Therefore, all employees are expected to comply with existing regulations. Many factors can influence employee attitudes, especially employee discipline in a hospital, to carry out the work that is the responsibility assigned by their superiors to each employee. One factor that can influence discipline is how rewards and punishments are administered to employees in the hospital.

Work discipline is a driving factor in efforts to improve employee performance because it reflects an employee's compliance with the policies and regulations in force within an agency. Many factors can influence employee attitudes, particularly employee discipline within a company. One factor that can influence employee discipline is how rewards and punishments are administered to employees within the company. Therefore, the rewards and punishments used must be effective in improving work discipline.(Febrianti et al., 2023).

Providing rewards or recognition to high-performing employees will motivate them to further increase their productivity. Increasingly productive employees will increase company profits. Furthermore, companies with high profits will also improve employee welfare. In addition to rewards, companies must also impose sanctions or punishments on employees who

violate regulations or neglect their work. The reward given to Dungus Regional Hospital employees is an additional income allowance for civil servants (ASN) to improve employee welfare and facilitate employee performance monitoring.

The current phenomenon is a lack of work discipline among civil servants, particularly in terms of punctuality and attendance. However, the Dungus Regional General Hospital has regulations and sanctions, including prohibitions and obligations, in accordance with the Civil Servant Discipline Regulations in Indonesia, including in East Java, stipulated in laws and regulations, such as Government Regulation No. 53 of 2010 and Government Regulation No. 94 of 2021.

To improve the work discipline of ASN employees at Dungus Regional General Hospital, several alternative solutions can be used. Among them, the hospital should always provide support, input, and implement a properly established reward system in the form of additional incentives to influence attendance performance and can influence work discipline and employee performance. Then, more strict punishments or sanctions have been implemented by Dungus Regional General Hospital, in the form of incentive cuts in accordance with East Java Governor Regulation Number 55 of 2022 concerning work guidelines and implementation of the duties of the East Java provincial government with the aim of enforcing discipline, maintaining the quality of public services, and improving ASN performance.

So based on the description above, the title of the research is as follows "The Effect of Giving Rewards and Punishments on Work Discipline of ASN Employees at Dungus Regional Public Hospital".

Overall, this research is expected to make a significant contribution to human resource academics and practitioners by providing empirical evidence of the influence of rewards and punishments on work discipline among civil servants at Dungus Regional General Hospital.

The introduction contains the research background, objectives, and benefits, as well as a literature review. Subheadings are numbered 1, 2, and so on. Any theoretical studies can be

included in the introduction as subchapters. Hypotheses can also be briefly included.[Times New Roman 12, 1.5 spacing].

B. METHOD

The data in this study used quantitative methods. According to Sugiyono (2010), the method used to select a portion of the population to be used as a research sample. The sampling technique used in this study was probability sampling. In this study, the population was 228 ASN employees at Dungus Regional Hospital, who were sampled as a whole, using saturated sampling. The data collection technique in this study used a questionnaire. The analysis technique used in this study was descriptive statistics. The hypothesis will be tested using multiple linear regression analysis.

The research methods section contains the steps used to solve the problem at hand, along with their analysis. The methods section can include a presentation of the problem, analysis, and practical methods used to solve the problem, as well as the implementation of the activities carried out. Adding subtitles uses the numbering format 1, 2, and so on.[Times New Roman 12, 1.5 spacing].

C. RESULTS AND DISCUSSION

This study uses primary data on the reward (X1), Punishment (X2), and Discipline (Y) variables at Dungus Regional General Hospital. The sample size was 228 ASN employees. The sample was taken from the entire population in this study because it used a saturated sampling technique. Therefore, the researcher was able to obtain the following data analysis:

Validity Test

Validity testing is conducted by comparing the calculated r value with the table r value. If the calculation results for each variable produce a calculated r value $>$ table r value, the data is valid; if the calculated r value $<$ table r value, the data is invalid. The instrument validity test was administered to all research respondents.. r table criteria at 5% significance level where df

= $N-2 = 228-2 = 226$, the r-table value is 0.130. The results of the validity test of the questionnaire for this research variable are as follows:

Table 1 Validity Test Results Reward(X1)

Variable	Item	r-count	r-table	Information
Reward (X1)	X1.1	0.558	0.130	Valid
	X1.2a	0.644	0.130	Valid
	X1.2b	0.595	0.130	Valid
	X1.2c	0.683	0.130	Valid
	X1.3a	0.556	0.130	Valid
	X1.3b	0.581	0.130	Valid
	X1.4	0.572	0.130	Valid
	X1.5a	0.538	0.130	Valid
	X1.5b	0.560	0.130	Valid
	X1.5c	0.559	0.130	Valid
Punishment(X2)	X2.1	0.583	0.130	Valid
	X2.2	0.571	0.130	Valid
	X2.3	0.633	0.130	Valid
	X2.4	0.659	0.130	Valid
	X2.5	0.616	0.130	Valid
	X2.6	0.657	0.130	Valid
	X2.7	0.519	0.130	Valid
Discipline (Y)	Y.1	0.620	0.130	Valid
	Y.2	0.659	0.130	Valid
	Y.3	0.749	0.130	Valid
	Y.4	0.708	0.130	Valid
	Y.5	0.743	0.130	Valid
	Y.6	0.689	0.130	Valid

Source: Processed Primary Data (2025)

Reliability Test

Reliability testing is a method for measuring questionnaires using variable indicators. A questionnaire is considered good if a person's answers are consistent or stable over time. To measure reliability, Cronbach's Alpha statistics are used. (α). A variable is said to be reliable if it provides a value $(\alpha > 0.6)$. The results of the questionnaire reliability test in this study are as follows:

Table 2 Reliability Test Results

Variables	Cronbach Alpha	Standard	Information
Reward(X1)	0.787	0.60	Reliable
Punishment(X2)	0.712	0.60	Reliable
Work Discipline (Y)	0.786	0.60	Reliable

Source: Processed Primary Data (2025)

Classical Assumption Test

1. Normality Test

The normality test is used to test whether the regression model between the independent and dependent variables has a normal distribution (Ghozali, 2018). A good regression model produces a normal or near-normal distribution. If the value obtained from Asymptotic Significant (2-tailed) > 0.05 then the data is said to be normal, but if the value is Asymptotic Significant (2-tailed) < 0.05 , then the value is not normally distributed. The results of the normality test in this study are as follows:

Table 3 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		228
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	1.62584547
	Most Extreme Differences	
	Absolute	.055
	Positive	.046
	Negative	-.055
Test Statistics		.055
Asymp. Sig. (2-tailed)		.094 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processed Primary Data (2025)

2. Heteroscedasticity Test

Ghozali (2018) Heteroscedasticity Test is used to determine whether or not there is variance in the regression model from one observation residual to another observation residual, if there is no change in variance from one residual to another observation, it is called homoscedasticity and if there is a difference it is called heteroscedasticity. A good regression model is a regression model that does not experience heteroscedasticity. In this study, to determine whether or not there is heteroscedasticity can be detected by the Glejser test. If the significance value (Sig.) > 0.05 then there is no heteroscedasticity in the regression equation. The results of the heteroscedasticity test in this study are as follows:

Table 4 Heteroscedasticity Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.520	.896		.580	.563
Reward	-.028	.026	-.098	-1,073	.284
Punishment	.066	.039	.151	1,661	.098

a. Dependent Variable: abres

Source: Processed Primary Data (2025)

3. Multicollinearity Test

A good regression model is said to have the condition that there is no multicollinearity, but if there is a correlation between independent variables, then the variables in this study are not autogonal or the independent variables are equal to zero. Multicollinearity testing can be detected by looking at the Variance Inflation Factor (VIF) of a regression model, indicating the presence of multicollinearity if the Tolerance value is >0.1 or equal to the VIF value <10 . The results of the multicollinearity test in this study are as follows:

Table 5 Multicollinearity Test Results

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	7,040	1,411		4,990	.000		
	Reward	.277	.041	.463	6,728	.000	.528	1,895
	Punishment	.227	.062	.252	3,656	.000	.528	1,895

a. Dependent Variable: Work Discipline

Source: Processed Primary Data (2025)

4. Auto Correlation

The autocorrelation test aims to determine whether there is a correlation between the nuisance errors in period t and those in period $t-1$ (the previous period). If a correlation occurs, it is called an autocorrelation problem. Autocorrelation occurs when consecutive observations over time are related to each other. In this study, the autocorrelation test uses the Durbin-Watson (DW) test. The results of the autocorrelation test in this study are as follows:

Table 6 Autocorrelation Test Results

Model Summary					
Model	R	R Square	Adjusted Square	R Standard Error of the Estimate	Durbin-Watson
1	.662a	.438	.433	1,633	1,805

- a. Predictors: (Constant), Punishment, Reward
 b. Dependent Variable: Work Discipline
 Source: Processed Primary Data (2025)

Multiple Linear Regression Analysis

The results of the regression calculations between the Reward (X1) and Punishment (X2) variables as independent variables and Discipline as the dependent variable (Y) can be seen in the following table:

Table 7 Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,040	1,411		4,990	.000
	Reward	.277	.041	.463	6,728	.000
	Punishment	.227	.062	.252	3,656	.000

- a. Dependent Variable: Work Discipline
 Source: Processed Primary Data (2025)

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

$$Y = 7.040 + 0.277X_1 + 0.227X_2$$

Based on the multiple linear regression equation, it is shown that:

- The constant in this study is 7.040. This shows that when the reward variable (X1), and punishment (X2) has a value of 0 then the value of the dependent variable Work discipline (Y) of ASN employees at Dungus Regional Public Hospital of 7,040 units assuming other factors remain constant.
- The regression coefficient of the reward variable (X1) is 0.277 meaning when the variable If the reward (X1) increases by 1 unit, the work discipline (Y) of ASN employees at Dungus Regional General Hospital increases by 0.277 units. This means that there is a positive influence of rewards on employee work discipline. Therefore, the better the reward system, the better the work discipline of ASN employees at Dungus Regional General Hospital.
- The regression coefficient of the punishment variable (X2) is 0.227 meaning when the variable If the punishment (X2) increases by 1 unit, the work discipline (Y) of ASN employees at Dungus Regional General Hospital increases by 0.227 units. This means that there is a positive effect of punishment on employee work discipline. Therefore, the better

the punishment system, the better the work discipline of ASN employees at Dungus Regional General Hospital.

Hypothesis Testing

a. Test Partial (t-test)

The simple regression analysis in this study used SPSS Version 25, using a partial t-test. Based on the t-test results, the following t-values were obtained:

Table 8 t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,040	1,411		4,990	.000
	Reward	.277	.041	.463	6,728	.000
	Punishment	.227	.062	.252	3,656	.000

a. Dependent Variable: Work Discipline

Source: Processed Primary Data (2025)

Based on the results of the t-test using the SPSS program, the following results were obtained:

1. The influence of rewards on employee work discipline

Based on the regression analysis calculations of the influence of rewards on work discipline of ASN employees at Dungus Regional Hospital obtained a t-value of 6.728 and a significant value of 0.000. While the t-table value of 1.971 was obtained from the t-table with $df (Nk) = 228 - 3 = 225$. Because the t-value of $6.728 > t\text{-table } 1.971$. Then the significant value of $0.000 < 0.05$, so it can be concluded that H1 is accepted, meaning *reward* has a partial effect on the work discipline of ASN employees at Dungus Regional Hospital.

2. The effect of punishment on employee work discipline

Based on the regression analysis calculations of the influence of punishment on work discipline of ASN employees at Dungus Regional Hospital obtained a t-value of 3.656 and a significant value of 0.000. While the t-table value of 1.971 was obtained from the t-table with $df (Nk) = 228 - 3 = 225$. Because the t-value of $3.656 > t\text{-table } 1.971$. Then the significant value of $0.000 < 0.05$, so it can be concluded that H2 is accepted, meaning *punishment* has a partial effect on the work discipline of ASN employees at Dungus Regional Hospital.

b. Test Simultaneous (F Test)

This F test is used to determine the influence of all independent or free variables entered into the regression model together on the dependent or bound variable. If the calculated $F > F$ table and significant < 0.05 , the conclusion is that the independent variable has a simultaneous effect on the dependent variable. The conditions for the F test are as follows:

1. If $F_{\text{counts}} > F_{\text{table}}$, then H_0 is rejected and H_a is accepted
2. If $F_{\text{counts}} < F_{\text{table}}$, then H_0 is accepted and H_a is rejected

The results of the F test of this study can be seen in the following table:

Table 9 Uji F Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	467,266	2	233,633	87,606	.000b
	Residual	600,046	225	2,667		
	Total	1067,311	227			

a. Dependent Variable: Work Discipline

b. Predictors: (Constant), Punishment, Reward

Source: Processed Primary Data (2025)

Analysis of the Coefficient of Determination

The coefficient of determination (R^2) is used to measure the model's ability to explain variations in the dependent variable. Based on the test results using SPSS, the following values were obtained:

Table 10 Coefficient of Determination (R^2)

Model Summary				
Model	R	R Square	Adjusted Square	R Standard Error of the Estimate
1	.662a	.438	.433	1,633

a. Predictors: (Constant), Punishment, Reward

Source: Processed Primary Data (2025)

D. CONCLUSION

Based on the research hypothesis test that has been conducted, it can be concluded from this research that (1) rewards have an effect on employee work discipline at Dungus Madiun Regional Hospital. (2) Punishment has an effect on employee work discipline at Dungus Madiun Regional Hospital.

E. Suggestion

For Civil servants are expected to develop a personal awareness that discipline is not only an obligation, but also reflects professionalism and commitment to public service, especially in vital sectors such as health. Furthermore, the reward system should be used as motivation to improve performance, and the punishment system should not be viewed solely as punishment, but as a correction to improve work behavior. The management of Dungus Regional Public Hospital should develop a structured and transparent reward system based on performance, and implement the punishment system consistently and proportionally according to the level of violation. Further researchers should conduct research using a mixed method approach (quantitative-qualitative) to further explore employee perceptions of the effectiveness of rewards and punishments on work discipline.

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