

# EFFECT OF REWARD AND PUNISHMENT ON WORK DISCIPLINE OF NURSING SERVICES EMPLOYEES

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## ABSTRACT

*This study aims to explain the influence of reward and punishment partially on labor discipline. This research is explanatory research that uses a descriptive quantitative approach method by distributing questionnaires on 60 employees of Nursing Services Nahdlatul Ulama Jombang Hospital as a research sample. The data analysis used descriptive statistical analysis and inferential statistics. The method of multiple linear regression analysis with the results of this research on rewarding can increase the labor discipline in Nursing Services, and punishment is also able to increase the labor discipline in Nursing Services.*

**Keywords:** *Labor Discipline, Punishment, Reward*

## A. INTRODUCTION

In the era of globalization as now, the development of science and economic growth is growing rapidly, the need for health services is also constantly changing. One of the service providers that provide health services in a hospital. The hospital as one of the health care facilities has a very strategic role in the effort to accelerate the improvement of public health. For this reason, all aspects including human resources are required to be able to provide maximum service to compete globally with other health service providers.

Human resources are potential assets that are owned and play an important role in achieving organizational goals. To be able to improve the quality of hospital health services depends on the performance of medical personnel and non-medical personnel who manage it. Medical personnel who carry out nursing actions are the largest producer of activities that reflect the quality of hospital services so that nurses need to receive attention from hospital management.

Good work discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned by the company to him. Discipline must be improved in the organization or company, without good employee discipline it will be difficult for the company to realize its goals. So, discipline is the key to the success of a company in achieving its goals.

Nahdlatul Ulama Hospital is one of the health care institutions in Jombang Regency which is a Type D Private Hospital in the form of a PT (Limited Company) which was initiated and realized by the Jombang Nahdlatul Ulama (PCNU) Branch Manager to provide health services to the residents of Jombang and its surroundings.

Based on data from the HR and Secretariat Unit, it was found that the level of employee discipline, especially nurses and midwives at the Jombang Nahdlatul Ulama Hospital, is currently still low. This can be seen from the results of the recap of employee attendance and attendance, as well as the lack of adherence to the rules of working hours and the use of work uniforms, which are the biggest assessments of undisciplined employees.

To create and improve highly disciplined human resources can be supported by implementing *rewards* and *punishments* effectively. Hasibuan (2017) suggests that

several factors can affect employee work discipline, including goals and abilities; Exemplary leadership; Remuneration; Justice; Inherent supervision (was at); Punishment sanctions; Firmness; Human relations.

Simamora (2004) explains that *rewards* are incentives that link pay based on being able to increase employee productivity to achieve a competitive advantage. so that automatically employees try to give the best to the company where they work. While *punishment* is a punishment given to correct violators' employees. *Punishment* is also useful for maintaining employee discipline to comply with all provisions set by the company.

Based on the problems described above and it is known how important it is to implement *rewards* and *punishments* to improve employee discipline. So the authors are interested in researching with the title "**The Effect of Reward and Punishment on Work Discipline Employees of Nursing Services at RSNU Jombang**".

The formulation of the problem in this study is 1) What is the effect of *reward* on employee work discipline at RSNU Jombang? 2) What is the effect of *punishment* on employee work discipline at RSNU Jombang?

This study aims to 1) Know and analyze the effect of *reward* on the work discipline of RSNU Jombang employees, 2) Know and analyze the effect of *punishment* on the work discipline of RSNU Jombang employees.

The results of this study are expected to provide benefits in: a. Academic Benefits, 1) This research can be used as additional knowledge and insight for the development of management science in the field of human resources in the future. 2) This research can be used as a reference and reference for academics or students who will research with the same theme. b. Practical Benefits. The results of this study are expected to provide practical benefits to the Jombang Nahdlatul Ulama Hospital as knowledge and guidelines for hospital leaders in applying rewards and punishments to improve employee work discipline.

## **B. LITERATURE REVIEW**

Hasibuan (2017) explains that what is meant by work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. While willingness is an attitude, behavior, and actions of a person by company regulations, both written and unwritten. Work discipline is influenced by several factors, including goals and abilities; Exemplary leadership; Remuneration; Justice; Inherent supervision (was at); Punishment sanctions; Firmness; Human relations. And there are several indicators to measure work discipline, including 1) Compliance with regulations, 2) Compliance with leadership, 3) Presence of attendance, 4) Accuracy in completing tasks, 5) Willingness to complete additional tasks.

Sudarmanto (2014) argues that what is meant by *reward* is an understanding of the rewards or rewards given by the organization to its members, whether they are financial in nature, non-financial material, as well as psychological, or non-material. The form of the award can be; basic salary or basic salary, variable salary, incentives, merit fee or bonus, career opportunity or promotion, vacation, and pension. While incentives are compensation that links salary with productivity. Incentives are rewards in the form of money given to those who can work beyond the standards set by the leadership (Sedarmayanti, 2017). Factors that influence the provision of compensation

and incentives, among others 1) Supply and demand for labor, 2) Government through the Act and its Presidential Decree, 3) Employee position, 4) Education and work experience, 5) Type and nature of work.

Based on the definition of incentives put forward by Sudarmanto (2014) regarding rewards, and after adjusting to the incentives at RSNU Jombang, the incentive indicators include 1) Given in financial form, 2) Received by employees within a certain period, 3) The amount to be paid accepted fluctuate.

Mankunegara (2013) explains that punishment is a threat of punishment that aims to create disciplinary behavior so that it will improve violators' employees, maintain applicable regulations and provide lessons to violators. The indicators of punishment listed in the Jombang Nahdlatul Ulama Hospital Company Regulations (RSNU) in 2017 Chapter XIII concerning Warning Letters and Sanctions Article 43 consist of 1) Disobedience to hospital regulations, 2) Late arrival beyond tolerant hours, 3) Leaving the place work without permission, 4) Do not come to work without information.

### **Relationship Between Variables (*Reward and Punishment to Work Discipline*)**

To enforce discipline, it is not enough just to demand employees to work by company regulations and produce maximum work. But to enforce discipline, a balance must be given in the form of a sufficient level of welfare in the form of giving rewards in the form of incentives. With this reward, employees will be able to meet their needs and live properly so that they will be calmer in carrying out their duties, and with this calm, employees are expected to be more disciplined. Thus, the better the rewards are given to employees, the higher their discipline will be.

In the company, penalties or sanctions are given to employees who are negligent or make mistakes that can harm the company, which can be given in the form of a warning, warning letter, suspension, and even dismissal or termination of employment which is expected to provide a deterrent effect for those affected and will create a fear of getting sanctions. for not following the rules. In other words, *punishment* will make employees not dare to violate the rules, and if this is done consistently it will raise employees' awareness to obey the rules.

Therefore, to enforce discipline, there needs to be firmness towards disciplinary employees. Firmness applied can be given in the form of threats in the form of *punishment* so that employees behave by company regulations to produce maximum performance. Thus, the firmer the threat to employees who violate the rules (discipline), the more the rules will be obeyed or in other words, the higher the level of employee discipline.

### **Research Hypothesis**

H1: Suspected *Reward* ( $X_1$ ) positive and significant impact on the Work Discipline (Y)

H2: Suspected *Punishment* ( $X_2$ ) positive and significant impact on the Work Discipline (Y)

## **C. RESEARCH METHOD**

The type of research used is *explanatory research* using a quantitative approach. The location of this research is at the Jombang Nahdlatul Ulama Hospital which is located on Jln. KH Hasyim Asy'ari No. 211 Jombang. The population in this study were

all employees in the field of nursing services as many as 60 people. The sampling technique used a saturated sample so that the entire population was used as a sample because the number was less than 100. The

research data were obtained from two sources, primary data and secondary data. Primary data is data that is directly obtained from data sources during field research through observation, interviews, and questionnaires. Secondary data is primary data that has been further processed and presented either by primary data sources in this case the company or other parties in the form of data collection obtained from previous research, references and literature studies. Likert's scale of measurement using the help of the SPSS program.

### **Validity and Reliability**

Test Validity test is used to measure and determine the level of truth in each statement item on the research instrument. The basis for deciding on a research instrument is said to be valid or invalid according to Sugiyono (2014) it can be known by correlating the item score with the total score at a significance level of 0.05 if the correlation  $r$  is above 0.30 then the statement item can be said to be valid. The results of the validity test show that all items have an  $r$ -value (correlation coefficient) greater than 0.3, so the instrument in this study is said to be valid.

A reliability test is a tool used to determine the level of accuracy, accuracy, stability, or consistency of the tool in revealing certain symptoms at different times. A questionnaire can be said to be reliable or reliable if a person's answer to the statement is consistent or stable from time to time (Ghozali, 2009). A constructor variable is declared reliable if it gives a Cronbach Alpha value of 0.60. The results of the reliability test showed that all variables had an alpha coefficient greater than 0.6 so that the instrument in this study was said to be reliable.

## **D. RESULTS AND DISCUSSION**

### **Description of Respondents**

The results of the descriptive analysis illustrate that of the 60 employees, 65% are women and 35% are men. The majority are 20-30 years old with a D3 educational background. The average tenure is more than 3 years and the majority are nurses.

### **Descriptive Analysis**

Based on the frequency distribution table for the reward variable ( $X_1$ ) the mean value of 3.36 is in the interval  $> 2.6 - 3.4$  or with the predicate "Enough" which indicates that respondents think that the *reward* given by RSNU Jombang is high enough to can meet their needs. The frequency distribution of the punishment variable ( $X_2$ ) with a mean score of 3.33 is in the interval  $>2.6 - 3.4$  or with the predicate "Enough" indicates that the *punishment* given by RSNU Jombang is considered firm enough to be able to improve the work discipline of employees in the field of nursing services. . While the frequency distribution of the work discipline variable ( $Y$ ) has a mean score of 3.66 or with the predicate "*High*".

## Inferential

### Analysis Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Analysis

Model	B	Sig.
Constant	10,876	0.000
Reward	,190	0.015
Punishment	,409	0.001

Source: SPSS data (processed) 2019

Based on the results of the analysis above, the following equation can be obtained,

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

$$Y = 10,876 + 0.190X_1 + 0.409X_2$$

Then it can be concluded with the results of the analysis in the variable *reward* ( $X_1$ ) and *punishment* ( $X_2$ ) is positive. This indicates that the variable *reward* ( $X_1$ ) and *punishment* ( $X_2$ ) positive influence on employee discipline ( $Y$ ).

### Normality Test Normality

the test is useful to find out whether in the regression model the independent variable and the dependent variable or both are normally or not normally distributed. The normality of the data in this study can be seen from the following histogram graph,

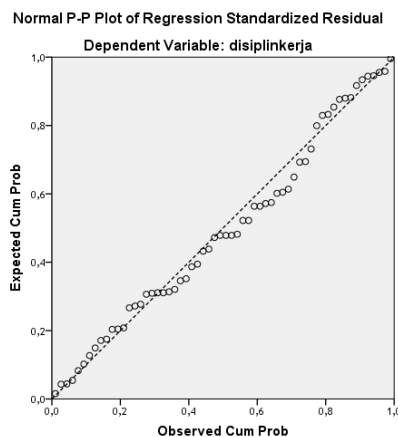


Figure 2. Normality Test (PP-Plot)

Based on the picture above, it can be seen that the PP Plott output from the analysis describes the data spread around the diagonal line and follows the direction of the diagonal line, then the data is normally distributed and meet the normality assumption.

### Heteroscedasticity

Test The heteroscedasticity test aims to determine whether in a regression model there is an inequality of variance from the residuals of one observation to another observation. Detection of heteroscedasticity can be done by looking at the presence or absence of certain patterns on the graph, where the X and Y axes have been predicted and have been standardized.

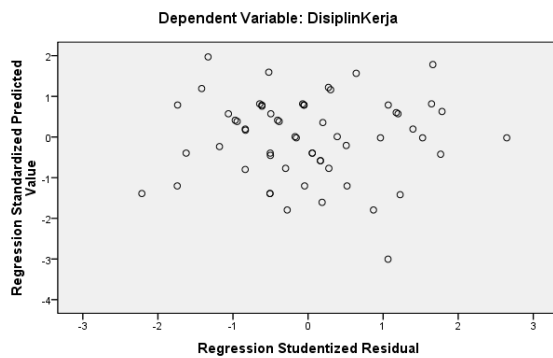


Figure 3. Heteroscedasticity test (scatterplot) The

graph above shows that the points spread randomly and do not form a certain pattern, spread both above and below the number 0 on the Y axis. So it can be concluded that this regression model can be said to have no heteroscedasticity.

**Autocorrelation Test Autocorrelation**

the test aims to test whether the regression model and the correlation between the confounding error in the t-period and the confounding error in the t-1 period (previous). to detect autocorrelation, namely:

- a. DW figure below -2 means that there is a positive correlation
- b. DW numbers below -2 to +2 means that there is no correlation
- c. The DW number above +2 means that there is a negative correlation.

Table 2. Autocorrelation Test

Model Summary <sup>a</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.455 <sup>a</sup>	.545	.219	1.807	.245	9.266	2	57	.000	1.921

Predictors: (Constant), Punishment, Reward  
 Dependent Variable: DisiplinKerja

Sumber : data SPSS (diolah) 2019

The model summary section above shows the DW value = 1.921 which is between -2 to +2. So it can be concluded that the multiple linear regression model does not occur or there is no autocorrelation problem.

**Multicollinearity Test Multicollinearity**

the test aims to determine the perfect relationship between the independent variables in the regression. Symptoms of Multicollinearity can be seen from the value *tolerance* and *Value Inflation Factor (VIF)* around the number 1 and the tolerance value is close to 1 with the following results,

Table 3. Multicollinearity Test

Model	Sig.	Tolerance	VIF
Constant	0.000		
Reward	0.015	.866	1.155
Punishment	0.001	.866	1.155

Source: SPSS data (processed) 2019 The

data above shows that the VIF value of all variables is *reward* and *punishment* around number 1, which is 1.155 and the tolerance value is close to 1, which is 0.866. Thus, it can be concluded that there are no symptoms of multicollinearity in the regression model used.

### ***T-test (Partial) Partial***

test (t-test) was conducted to test the significance level of the influence of independent variables (reward and punishment) on the dependent variable (work discipline), with results that can be seen in the following table:

Table 4. Partial test of

<b>Variables</b>	<b>Value</b>	<b>Significance</b>	<b>table t</b>
<i>Reward</i>	2,253,	015	1,671
<i>Punishment</i>	3,375,	001	1,671

Source: SPSS data (processed) in 2019

test results show a variable *reward* ( $X_1$ ) has a count value  $t$  of  $2.253 > t$  table of  $1.671$  with a significant level  $t$  is smaller than  $0.05$  (sig.  $t = 0.015 < 0.05$ ), then the first hypothesis or  $H_1$  is accepted, meaning that *reward* has a positive and significant effect on work discipline of employees in the field of nursing services at RSNU Jombang. While the partial test results between punishment and work discipline have a  $t$ -count value of  $3.375 > t$ -table of  $1.671$  and a significant level of  $t$  less than  $0.05$  (sig.  $t = 0.001 < 0.05$ ) so that the second hypothesis or  $H_2$  is accepted, it means that *punishment* has a significant effect on the work discipline of employees in the field of nursing services at RSNU Jombang.

### ***The coefficient of determination (R2)***

determinants coefficient ( $R^2$ ) essentially to measure how far the model's ability to explain variations in the independent variable. The value of the coefficient of determination is between zero and one.

Table 4. Partial test

<b>R</b>	<b>R square</b>
.455 <sup>a</sup>	.545

Source: 2019 SPSS data (processed)

The test results show that the  $R^2$  value of  $0.545$  means that the work discipline of employees in the field of nursing services based on the results of this analysis  $54.5\%$  is influenced by the "factor *reward* and *punishment*". Thus the rest, which is  $45.5\%$  of employee work discipline is influenced by other factors not examined in this study, such as supervision, leadership example, assertiveness. job satisfaction, compensation, etc.

### ***The effect of reward on work discipline***

Based on the results of the analysis that the researchers have done, it can be explained that the *reward* can contribute to the work discipline of the Nursing Service Staff of RSNU Jombang.

The *rewards* given in the form of incentives applied to RSNU Jombang to employees in the field of nursing services are following the submission of salaries to employees in cash every month. Incentives are also given in the same period by RSNU Jombang every month. And employees receive incentives with different amounts from other employees based on their position or position at RSNU Jombang with consideration of incentives given based on hospital profits based on the employee index.

So that this has an impact on the work discipline of employees in the Nursing Service Sector of RSNU Jombang as seen from the employee's compliance with hospital rules and regulations. Employees comply with regulations by implementing the

rules for using work uniforms in an orderly manner, besides that employees also carry out attendance activities with *fingerprints* every time they come and leave the workplace. And also submit an overtime schedule if needed to complete work outside of the employee's working hours by filling out the overtime order form from the HRD staff.

Employees also show respect and obedience to the hospital leadership by greeting each time they meet by greeting. Besides that, employees are always present to work according to the schedule set by each work unit, but there are still some employees who are also not by the work schedule. Employees of the Nursing Service Division of RSNU Jombang always complete work following the allotted time, meaning that employees work effectively and efficiently and produce work that is following hospital standards. In addition, employees in the field of nursing services are willing to accept additional duties outside of their main duties with full responsibility, such as being a committee member of the Hospital Accreditation Team, and willing to be assigned to be a Volunteer Team in Social Service services outside the Jombang Hospital, and so on.

### **Effects of *Punishment on Discipline Employee Work***

Based on the results of the analysis that the researcher has done, it can be explained that *punishment can* improve the work discipline of employees in the field of Nursing Services at RSNU Jombang. The punishment applied at RSNU Jombang to employees in the field of nursing services is in the form of deducting *take-home pay* of Rp. 10,000.00 every time a violation occurs, besides that the HRD staff also gives warnings in the form of verbal warnings or through written warnings to employees who violate.

*The punishment* given to employees in the field of nursing services in being careful when carrying out work if they do not comply with the provisions set by RSNU Jombang is in the form of reprimands and warnings delivered directly or in writing by superiors. Employees in the field of nursing services claimed to have been careful in carrying out their work to comply with hospital rules and regulations and produce maximum performance. Included in the use of work uniforms, if during work employees do not use the specified uniform, the Jombang Hospital can take into account the employee index in providing the number of incentives that will be received by employees in the field of nursing services through HRD staff.

Next regarding the arrival of employees at work has been following the time set by the Jombang Hospital. If the employee violates the provisions, they will be deducted *take-home pay*. However, there is a difference that employees attend work but are not by their work schedules, scouts are still carried out *take-home pay* because HRD staff each month record attendance based on the schedule given by the room coordinator. So that if there is a discrepancy, the number of records held by HRD will be cut. In addition, fraud is committed by employees who arrive late and are reluctant to record *fingerprints* because they do not want to be cut, and only do so when they get home from work or on the next working day. This is also included in the category of violations that are subject to a discount *take-home pay*.

In carrying out tasks outside the Jombang RSNU environment, every employee is required to report and fill out a permit and bring an external official letter. However, the results of the HRD staff's assessment stated that there were still employees who intentionally left the location of the Jombang RSNU during working hours on purpose, of course, this could also be done by cutting *take-home pay* by HRD.



While the compliance of employees in the field of nursing services to the rules for absent work permits and taking leave is by the provisions of the Jombang Hospital, although there are still some employees who intentionally do not record fingerprints because they have exceeded their arrival hours so that they are detected as absent from work on HRD records. This also led to a cut in *take-home pay*, and a gradual reprimand. Employees who claim to have demonstrated discipline in compliance with *fingerprints* are not by the data collected by HRD staff. So that employees who do not record *fingerprints* while working, will be detected as a report to HRD staff and considered absent from work, aka absent from work, they will still be subject to deductions.

Based on the results of the analysis that the researchers have done, it can be explained that *reward* and *punishment* can contribute to efforts to improve work discipline for employees in the Nursing Service Sector at the Nahdlatul Ulama Hospital (RSNU) Jombang. The results of this analysis show how important it is to implement *rewards* and *punishments* to improve employee work discipline. To improve employee discipline, the effort that can be done is to apply *rewards* and *punishments* effectively and efficiently. Thus, the conceptual framework that the researcher put forward in sub-chapter 2.4 is that employee work discipline can be influenced by *rewards* and *punishments*, and through these two factors, employee work discipline can be increased, proven correctly.

## **E. CONCLUSIONS**

1. *Reward* can improve the work discipline of employees in the field of nursing services at the Jombang Nahdlatul Ulama Hospital. Nursing Service Employees consider that the *rewards* given by RSNU Jombang are good enough so that they can meet their life needs properly and that it can affect their disciplinary behavior when working at the Jombang Nahdlatul Ulama Hospital.
2. *Punishment* can improve the work discipline of employees in the field of nursing services at the Jombang Nahdlatul Ulama Hospital. *The punishment* that applies to the Jombang Nahdlatul Ulama Hospital is quite good to be able to influence employee discipline, especially the Nursing Service Employees.

### **The Suggestions for these research are:**

1. The results of the analysis of the *rewards* applied to the Jombang Hospital showed that the results were not optimal for the Nursing Service Employees. One of them is caused by the statement of employees who quite agree to receive incentives that are adjusted to their position/position at RSNU Jombang based on the results of hospital profits and the employee index. Therefore, hospital management should be able to revisit to add regulations on guidelines for providing incentives and socialize the agreed results to encourage employees to improve disciplined attitudes in supporting the achievement of organizational goals.
2. To maintain or even improve the work discipline of the employees of the Nursing Service Division of RSNU Jombang, the management of RSNU Jombang should provide information through socialization and written notification. In particular, through a notification containing the rules and regulations of the Jombang Nahdlatul Ulama Hospital regarding the rules for leaving the work environment by completing a permit or foreign service certificate, it is hoped that it can be improved for the creation of highly disciplined human resources.
3. In addition, the level of employee discipline has not been maximized because employees have not been able to comply with work schedule regulations. Therefore, the

leadership needs to review the division of the work schedule for each room and take firm action against any employee who does not comply with the established regulations.

4. Next, the management of the Jombang Nahdlatul Ulama Hospital should immediately consider the employee's proposal to immediately update the work uniforms that they consider to be less comfortable to use for work activities.

5. The results of the analysis show that both factors *reward* and *punishment* affect employee work discipline by 54.5%, meaning that other factors influence employee work discipline, which is 45.5%. Therefore, future researchers are suggested to use variables other than reward and punishment such as supervision, leadership role model, assertiveness, job satisfaction, compensation, etc.

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