
PENGARUH REWARDS DAN PUNISHMENT TERHADAP DISIPLIN KERJA KARYAWAN D'GIGI DENTAL CLINIC

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ABSTRAK

Pada era globalisasi ini, perusahaan dituntut untuk berkembang agar mampu bersaing dengan perusahaan lain. Agar mampu bersaing, suatu perusahaan harus mampu meningkatkan kinerja kerja dan melakukan inovasi secara terus-menerus. Penelitian ini dilakukan di Klinik Gigi D'Gigi yang tingkat kehadirannya mengalami penurunan sejak awal tahun 2021. Metode yang digunakan dalam penelitian ini adalah metode eksplanatori, dan jumlah responden yang berpartisipasi dalam penelitian ini adalah 33 karyawan. Hasil pengujian hipotesis menunjukkan bahwa variabel reward ditolak sedangkan variabel punishment dan discipline diterima. Oleh karena itu, kesimpulannya adalah efektivitas punishment bagi karyawan klinik perlu ditingkatkan, misalnya efektivitas teguran yang diberikan oleh pimpinan sebagai pengingat bagi karyawan agar lebih berhati-hati dan disiplin, dan efektivitas shift kerja untuk memberikan efek jera bagi karyawan.

Kata kunci : Penghargaan, Hukuman, dan Disiplin Kerja

ABSTRACT

In this globalization era, companies are encouraged to develop in order to be able to compete with other companies. In order to be able to compete, a company should be able to improve the working performance and continuous innovations. This research is conducted in D'Gigi Dental Clinic of which the presence rate is decreasing since the beginning of 2021. The method used in this research is explanatory method, and the total respondents participating in this research is 33 employees. The result of hypotheses testing indicates that the variable reward is rejected while the variable punishment and discipline are accepted. Therefore, the conclusion is that the effectiveness of punishment for the employees of the clinic needs to be improved, for examples the effectiveness of reprimand issued by the executive leaders as the reminder for the employees so that they are more careful and disciplinary, and the effectiveness of working shift to give deterrent effect for the employees.

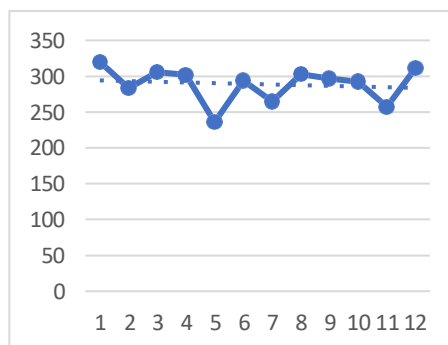
Keywords : Rewards, Punishment, and work discipline

1. INTRODUCTION

In the era of globalization companies are required to think ahead in order to continue to grow and be able to compete with other companies. To be able to compete with other companies, companies must be able to work optimally and continue to innovate. One of the factors that make a company work optimally is human resources. Human resources are an asset owned by a company whose function is to keep companies moving because all activities carried out by human resources are managing the resources owned by the company to produce the results that the company needs.

Companies need maximum work results so that company activities continue to run, therefore companies need to use their resources properly so that their goals can be achieved. The company strives for employees to always work with discipline. Work discipline is important because with work discipline employees can work optimally because these employees can carry out all the programs that the company has planned properly. Work discipline can be realized if the company can motivate its employees.

To maximize the work of employees, company need to know how to motivate them. A common way to motivate employees is to provide rewards and punishments. Rewards motivate employees by giving an award or appreciation if the work of employees exceeds company expectations. According to Fahmi (2016), rewards or often referred to as compensation is a form of remuneration given to an employee for work performance, both financial and non-financial. Punishment motivates employees by making rules that may not be violated or work that does not match company expectations and provides punishment to employees who do this, this makes employees try to work more optimally.



Sources: *D'Gigi Dental Clinic 2021*

Figure 1. Trend Over Time

D'Gigi Dental Clinic is a priority dental clinic, founded by a group of dentists located in Bandung. D'Gigi Dental Clinic started operating on October 5 2015. D'Gigi Dental Clinic is committed to providing the best dental health services and has a vision to become a quality clinic.

Based on the results of employee attendance data from 2021, there are a total of 33 employees that the authors obtained from D'Gigi Dental Clinic, it shows a significant increase and decrease in employee attendance in 12 months from 2021. Based on the trend over time, this shows a decrease in employee attendance. According to Sutrisno (2016), there are several factors that can affect the level of work discipline, namely as follows:

1. The size of the compensation. The size of the compensation can affect the upholding of discipline. Employees will comply with all applicable regulations, if they feel that they are guaranteed remuneration according to their efforts.
2. Whether there are exemplary leaders in the organization The role of exemplary leaders is very influential in the organization, even very dominant compared to all the factors that affect employee discipline, because leaders in a company are still role models for their employees. Employees will always exemplify what is seen in their daily lives according to what their leaders do.
3. Whether there are original rules that can be used as guidelines. Discipline development will not be carried out in the organization, if there are no definite written rules to be used as a common guide. Discipline is impossible to enforce if rules are made only based on verbal instructions which can change according to conditions and situations.
4. The courage of the leadership in taking action If an employee violates discipline, then the leadership needs to have the courage to take action according to the level of the violation he has committed. With action against disciplinary violations, in accordance with the existing sanctions, all employees will feel protected and promise not to do the same thing.
5. Whether there is supervision by the leadership with the supervision carried out by the leadership, more or less the employees will get used to implementing Work Discipline.

According to Mariana Zeni's research (2018) rewards and punishment have an influence on work discipline. Based on the problems, theories and results of previous research that the authors have shown above, the authors conclude that there has been a decrease in work discipline at D'Gigi Dental Clinic. This research was conducted to find out whether reward and punishment are factors that influence it. Then the following research will be proposed as follows the influence of rewards and punishment on work discipline of d'gigi dental clinic employees.

2. METHOD

The research method that the authors use in this study is the explanatory method. The explanatory method according to Zulganef (2018) is connecting or explaining between two variables and proving a hypothesis or testing a theory. In this study the method was used to test whether the Rewards (X1) and Punishment (X2) variables had a positive effect on Work Discipline (Y) for employees at D'Gigi Dental Clinic.

Primary data is data that is directly taken from the source. The data used is a questionnaire distributed which is the opinion of people collected from employees at D'Gigi Dental Clinic. Then, Secondary data is data collected through literature or previous research data to help solve the research problem formulation.

The population is a group of people, events or things that are interesting to study which have been limited by the researchers themselves (Zulganef, 2018). The population in this study are employees who work at D'Gigi Dental Clinic. According to Zulganef (2018), the sample is part of the population which consists of selected members of the population. The sample in this study was 33 employees from D'Gigi Dental Clinic.

The instrument used in this research is a questionnaire. The data collected are responses from D'Gigi Dental Clinic employees. Questions on the questionnaire used an ordinal measurement scale and the rating scale used was the Likert scale. According to Zulganef (2018) an ordinal scale is used to distinguish subjects based on classification and ranking (for example, rating the characteristics of the attitude of the respondent). The Likert scale is designed to test the strength of the subject's agreement or disagreement with a statement on a scale of 1 to 5. Analysis data is using SPSS version 16 with coefficient determination and hypothesis test.

3. RESULT AND DISCUSSION

Validity Test Result

Validity test was carried out to measure variables X1, X2 and Y in this study. The value of r table for $n = 33$ with a significance level of 0.05 is. the value of the correlation coefficient of the variable x has been calculated using SPSS 16 in the following table.

1. Validity Test Result Rewards (X1)

From the results of the calculations in the table to test the validity of the Rewards variable (X1) using r-table 0.344 the results obtained are that from questions numbers 1 to 7 it is found that only Numbers 3 and 7 are declared invalid and these numbers cannot be continued for the next analysis.

2. Validity Test Result Punishment (X2)

From the results of the table for Punishment (X2) using r-table 0.344, the calculation results show that Numbers 1 and 2 are declared invalid and cannot be continued to the next analysis.

3. Validity Test Result Work Discipline (Y)

From the results of the table for Work Discipline (Y) using r-table 0.344, the calculation results show that all questions from Numbers 1 to 7 are declared valid and all of them can proceed to the next analysis.

Reliability Test Result

The variables tested in this study are reward, punishment and work discipline. The following are the results of the reliability testing of the three variables: From the results of the reliability test, variables X1 score is 0.873, X2 score is 0.711 and Y score I 0.923 are declared reliable because their value is greater than 0.6 and from these results this research can be continued to test other things.

Respondents Responses to Rewards Variable

Based on the responses calculation, employee responses regarding existing employees regarding the reward variable can be said to be effective because the average is at 3.40 – 4.19, which averages 3.87. And for other questions, effective results have been obtained because they have exceeded the interval scale of 2.60 – 3.39. From the results of the calculation it can be concluded that the reward works effectively.

Respondents Responses to Punishment Variables

From the responses calculation employee responses regarding questions about punishment (X2) are quite high, with an average of 3.25 which is on an interval scale of 2.60 – 3.39. However, there are still a number of questions that have not had a high average, the interval scale is below 3.40 – 4.19, namely question number 5, which has an average of 2.52. Question number 6 has an average of 2.58 and question number 7 has an average of 2.15. From the results of the calculation it is found that punishment has been carried out.

Respondents Responses to Work Discipline Variables

From the responses calculation, it is found that the average height is 4.18, the interval scale is 3.40 – 4.19. For other questions, you have got a good average on a scale above 2.60 – 3.39. From the results of this question it can be concluded that the level of discipline is high.

Determination Coefficient Test

Based on the results of the analysis of the coefficient of determination, the R value obtained is 0.208 or 20.8% which indicates that there is a simultaneous influence between X1 and X2 on Y of 20.8% and the remaining 79.2% is influenced by other variables.

Hypothesis Test

1. Effect of X1 on Y It is known that the sig value is $0.133 > 0.05$ and the t-count value is $1.546 < 2.042$ so it can be concluded that H1 is rejected, which means that there is no influence between variable X1 on variable Y
2. Effect of X2 on Y It is known that the sig value is 0.05 and the calculated t value is $2.045 > 2.042$ so it can be concluded that H1 is accepted, which means that there is an influence between variable X2 on Y
3. It is known that the sig value is $0.03 < 0.05$ and the calculated F value is $3.946 > 3.30$ so it can be concluded that H1 is accepted because there is an influence between X1 and X2 on variable Y.

Discussion

Rewards

According to Wiyani (2015) explains that rewards are a mement of appreciation and respect. Based on the questionnaire for the Rewards variable (X1) the average obtained was 3.87 which according to the interval scale was declared effective, thus it could be concluded that the rewards given to employees were effective. The highest average score for rewards is 4.09 which according to the interval scale is effective the question is "Clinical facilities make work enthusiastic" this shows that reward facilities make work more enthusiastic and effective. The lowest average score for reward is 3.48 which according to the interval scale is effective the question is "I have ever been given a gift" this proves that gift giving has been effective.

Punishment

Abu and Supriyono (2013) state that punishment is a procedure carried out to improve the level of unwanted behavior in a short time and is done wisely. Based on the questionnaire for the Punishment variable (X2) the average obtained is 3.25 which according to the interval scale is stated to be quite high in value. From this it can be concluded that punishment for employees has worked. The highest average score is 4.36, the interval scale is very high, the question is "I am careful at work" this proves that employees are careful at work. The lowest average value is 2.15, the interval scale is low, the question is "I have been given a sentence withholding leave", this proves that the company has carried out the penalty.

Work Discipline

According to Singodimedjo (in Sutrisno 2014), Discipline is an attitude of willingness and willingness of a person to obey and obey the norms of regulations that apply around him. Based on the questionnaire for the variable Work Discipline (Y) the average obtained is 4.18 which according to the interval scale is stated to have a high value. From this it can be concluded that the level of work discipline for employees is already high. The highest average is 4.3, the interval scale is very high and the question is "I always come to work" this proves that the discipline of employees in attending work is very high. The lowest average is 4 on the interval

scale, the question "I always arrive on time" is high, this proves that the discipline of being on time is high.

The Effect of Rewards on Work Discipline Partially

From the results of the test it was stated that the rewards did not affect the work discipline of the clinic employees. From the results of the hypothesis test that the t count is lower than the t table whose calculated value is ($1.546 < 2.042$) and the significant value is ($0.133 > 0.05$). From the results of data analysis, it was found that partially rewards had an effect value of 0.383 or 38.3%. The results of this study are not in line with research by Dita Asriani, Gimin, Syakdanur Nas (2015) whose results show that rewards have a significant effect on work discipline. For this study, according to the researcher's analysis, the questions that the researcher asked were not on target to get more precise answers.

The Effect of Punishment on Work Discipline Partially

From the results of the partial test, punishment has been carried out well. From the results of the hypothesis test, it can be concluded that punishment has an influence on the work discipline of clinic employees. From the results of the calculated t value which is greater than the t table whose value is ($2.045 > 2.042$) and the significant value is 0.05. From the results of analysis it was found that partially punishments had an effect value of 0.617 or 61.7%. The results of this study are in accordance with the results of research conducted by Dedi Hartawan (2017) which results that punishment has a significant influence on work discipline.

The Effect of Rewards and Punishments on Work Discipline Simultaneously

From the simultaneous test results, it can be concluded that rewards and punishments have an influence on the work discipline of clinic employees. From the sig value of $0.03 < 0.05$ and the calculated F value of $3.946 > 3.30$. From the results of simultaneous data analysis it is found that the effect of rewards and punishments is 0.208 or 20.8%. The results of this study are in accordance with the results of research by Muhammad Firman Abdul (2021) whose results are rewards and punishments that simultaneously have a significant effect on work discipline.

4. CONCLUSION

From the research results the conclusions obtained are as follows:

1. The rewards that were carried out at the D'Gigi Dental Clinic were considered to have been carried out effectively. From the questions the researchers asked that "Clinical facilities make work passionate" got the highest calculated value, this means that clinical facilities have become a reward for employees. From the results of the discussion, the hypothesis test is that rewards have no effect on work discipline.

2. The punishment that was carried out at D'Gigi Dental Clinic was considered quite high. The question "I am careful at work" which gets a high enough score proves that the punishment clinic has been running. From the results of the discussion, the hypothesis test is that punishment has an effect on work discipline.
3. Work discipline at D'Gigi Dental Clinic is considered high. In the question "I comply with the rules that exist where I work" getting the highest score this proves that the clinic employees are disciplined. Rewards and punishment have an influence on the work discipline of D'Gigi Dental Clinic employees. From the results of this study indicate that the results obtained in the hypothesis test of the rewards variable are rejected. As for the variable punishment and work discipline declared accepted.

From the results of this study the suggestions that can be stated are:

1. Clinics need to increase the effectiveness of punishment for their employees.
2. The clinic needs to increase the effectiveness of the management's reprimands towards its employees so that employees are more disciplined at work
3. Clinics need to increase the effectiveness of additional work shift punishments in order to give a deterrent effect to employees

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