



## IMPROVING EMPLOYEES WORKING DISCIPLINE WITH PUNISHMENT, REWARD, AND IMPLEMENTATION OF STANDARD OPERATIONAL PROCEDURES

<sup>1</sup>Lina Marlina, <sup>2</sup>Nuk Ghuroh Setyoningrum, <sup>3</sup>Yani Sri Mulyani,  
<sup>4</sup>Tatiek Ekawati Permana, <sup>5</sup>Reny Sumarni

<sup>1,2,5</sup> Politeknik Triguna Tasikmalaya

<sup>3</sup> Universitas BSI Kampus Tasikmalaya

<sup>4</sup> Akademi Sekretaris dan Manajemen Ariyanti

Email. marlinatsm@gmail.com

### ABSTRACT

*An employee can perform their work based on the demands of the organizational program plan that has been established, with the aim that all work objectives can be achieved. If the implementation of work can be achieved optimally, it means that the officer has fulfilled his works and obligations in accordance with the established working standards. This research was aimed to analyze how to improve employee work discipline by granting punishment and reward as well as implementing standard operational procedures. The research design used a descriptive and associative study. It is to find out the value of each variable, whether one or more independent in nature without creating a relationship or comparison with other variables. The populations in this study were the employees of Kota Banjar Regional device unit. Simple random sampling technique of 159 people. The results of the research show that Reward, Punishment and SOP together could improve the work discipline.*

**Keywords—***punishment, reward, standard, procedure, discipline*

### INTRODUCTION

Globalization creates a new order in Indonesian society. It can be proven by the increasing of political awareness, cultural diversity of education, professionalism, mastery of capital and the level of diversity in the area of activity. These conditions require employees in the regions to be able to face the challenges, so that the modernization and the process of developing knowledge can be accelerated by the societies in every aspect. To face these challenges, the employees must have a better understanding in carrying out their duties. It means that an employee can do his work based on the fixed demand planning organization, the aim is to achieve the work goals. If the implementation of work can be achieved

optimally, it means that the employee has fulfilled his work and obligations based on the work standards.

The results of the observation showed that a heavy workload and a complicated SOP were the factors causing undisciplined work. Besides, there was a discrepancy factor, in their opinion, it was about the acceptance of incentives given by the Office. The rewards received, (especially awards for work performance) became a motivation catalyst and the discipline of employees work in regional work unit of Kota Banjar. The placement of strategic positions was only given to the employees because of their closeness, both politically and kinship with certain officials. Not because of the achievements they got and the educational

background they have. Like and dislike shown by certain officials, triggers the stagnation of creativity and innovation at work. So, they did the duties just "aborting obligations".

Problems identification in this research can be formulated as follows:

1. There were some delays in the implementation of work.
2. There was a lack of awareness for each section.
3. There was an addendum to the time of work so there was the pile up of work implementation
4. Decisive action from the leadership of employees who were undisciplined has not been implemented yet.
5. There was found the neglect of works by employees.
6. There was no special appreciation from the boss to the disciplined employees.
7. There were strategic positions based on political positions or recommendations from higher officials, not because of their work performance.
8. The responsibility was about likes or dislikes.
9. The SOP was too complex, so they were not being implemented well.

## LITERATURE REVIEW

### A. *The Relationship between Punishment and Employee Discipline*

The punishment given to indisciplined employee affects employee discipline. The effectiveness of punishment can be seen from the employee's prudence in carrying out their work, and giving the respect value from employees to their boss command. The implementation of weak punishment, makes employees will ignore and leave their works. In this point, it can be seen how punishment can affect employee discipline. The role of punishment is to maintain the employee discipline. Because of punishment, every employee will be afraid of violating company regulations so that the employee disciplinary attitudes and behavior can be reduced. Punishment must be established based on logical, reasonable, and clearly informed to

all employees. It can be concluded that the punishment and discipline are related in realizing common goals.

### B. *The Relationship between Reward and Employee Work Discipline*

The reward received by employees is a kind of appreciation from the organization to the employees for work performance done during a certain period. The effect will be a motivation for employees to work well. It is not only the skill, but also following the organization rules. This will provide positive value for the employees so they can do their works well.

The reward system is often used in organizations as a key management tool that can influence company effectiveness through employees it is a way of motivating employees in their workplaces (Ibrar, Owais 2015). The Nathaniel et al. (2010) defines reward as a method for evaluating and compensating the employees based on their work performance. Tze et al. (2012) said that rewards are compensation received by employees of an organization from services offered by employees or in return for work performance. Arran et al. (2015) established rewards include all valuable results that employees got from their work, including base salary, incentives, non-salary benefits. Puwanenthiren (2011) concluded that the higher of reward will increase employee motivation. According to Rizwan and Usman (2010) the reward system seeks to attract people to join the organization to make them come to work, and motivate employees to do to provide the best for the company (Puwanenthiren 2011). Reward can improve work performance in the best way (Arran et al. 2015). Reward is part of a business plan that can attract, retain and motivate employees to achieve their success in our lives, and also contributing to fulfill the company goals (Ong et al. 2012).

### C. *The Relationship between SOP and Employee Work Discipline*

The purpose of SOP is to ease the implementation of works done by employees. SOP is not just a technical problem, but it is related to the clarity and firmness of the

delivery of the SOP itself. The clearer of the SOP is, it will ease the employees to do their works. No matter the employee is formally educated or not, when the SOP is conveyed unclearly, it will affect the accuracy of the implementation of the work, it will encourage employees to ignore intentionally and it means undisciplined.

#### *D. The Relationship between Punishment, Reward, SOP and Employee Work Discipline*

A reward system is important for employee performance. Employee performance will be more effective if the reward system is high. Punishment in the organization is exist. Some workers' actions are so dangerous and destructive; it means that punishment must be done. But, punishment can be combined with positive reinforcement, by eliminating many unwanted side effects.

Discipline is an activity done by the Department of human resources to improve subordinates because these rules or procedures have been violated. This is an important part of the human resources department because it can contribute to the quality of work done by the employee companies. Every company must apply the discipline to their employees so that they will have a good work performance in their organization. Efforts to improve employee work discipline can be done by giving the reward, punishment, and the application of SOPs at work.

#### RESEARCH METHOD

This research used descriptive method it described the conditions of employees in Kota Banjar Regional Work Unit. The research design was quantitative where the research was done not in depth but extensively, to obtain scientific knowledge that is abstract, general and universal correlational, it describes the relationship between two or more variables but did not indicate cause-effect variable. The participants in this study were 159 people who worked in Kota Banjar Regional Work Unit.

In this study, the correlation analysis was used to find out the degree of relationship between the independent variable (X) and the dependent variable (Y) or to find out the strength or weakness of the relationship between the independent variable and the dependent variable.

$T_{test}$  tested the partial regression coefficient, this test was conducted to find out the significance of the partial role between the independent variable and dependent variable by assuming that other independent variables were considered constant.  $F_{test}$  tested the regression coefficients simultaneously. This test was done to find out the effect of all the independent variables contained in the model simultaneously on the dependent variable.

#### RESULTS AND DISCUSSION

To find out how much the influence of punishment was, Reward and SOP on employee work discipline in Kota Banjar Regional Work Unit with the following result:

Table 1 Effects of X1, X2, X3 on Y

Variabel	r	R Square	Betha	t count	Sig
$X_1 \rightarrow Y$	0.512	0.262	-	2.392	0.020
$X_2 \rightarrow Y$	0.553	0.306	-	2.810	0.007
$X_3 \rightarrow Y$	0.693	0.480	-	4.506	0.000
$X_1, X_2, X_3 \rightarrow Y$	0.770	-	8,674	26.671	0.000

Source: Data Collection

From the table above, it is known that the magnitude of the influence between the variable Punishment ( $X_1$ ), Reward ( $X_2$ ) and SOP ( $X_3$ ) on Employee Work Discipline (Y) calculated by the correlation coefficient is 0.770. This shows the strong influence of  $X_1$ ,  $X_2$  and  $X_3$  on Y. To express the size of the contribution of the variables  $X_1$ ,  $X_2$  and  $X_3$  to Y, it can be seen that the determinant coefficient is 59.3%. This means that work discipline is influenced by  $X_1$ ,  $X_2$  and  $X_3$  by 59.3%, while the remaining 40.7% is influenced by other factors. It can be concluded that there is a strong influence between the Punishment ( $X_1$ ), Reward ( $X_2$ )

and SOP ( $X_3$ ) variables on the work discipline variable ( $Y$ ). While using the hypothesis test using the Anova test or F test, it turns out that a  $F_{\text{count}}$  of 26,671 was obtained with a significance level of 0,000  $< 0.005$  so that the regression model can be used to predict  $Y$ .

The implementation of rewards and punishments given to each employee, requires structuring a reward and punishment system to be implemented fairly from the bottom level to the top, based on the workload and risks of employees. The reward given to achiever employees is expected to be fair and wise. It means that to treat rights and obligations in the implementation of reward in balance, fair and no harm. When reward runs well, implemented by achiever employees, and have an impact on improving employee careers, and punishment runs well, by giving the penalties to the employees who do the violation, it will make a deterrence on every employee who violates the penalty discipline. Then the performance improvement will be realized because there is a trade-off between reward and punishment, motivating each employee to get more achievements and minimize the employee violations.

Clear punishment or discipline is given to the employees who violate the regulations, it is based on the level of employee error. If there is an imbalance between the implementation of reward and punishment, there is no organizational change in employee performance, because a negative reinforcement comes from the removal or avoidance of a negative event as a consequence of the behavior has not proceeded as it should. So to expect organizational change in the implementation of appropriate and wise rewards and punishments, in making decision, employee performance increases and minimizes violations of employee discipline, reward and punishment is a good and effective motivational tool that can be in line, so the employees try to be more productive and competent in doing their work, the

employees who commit disciplinary violations will feel deterrent and become employees' attention to work carefully.

Based on the results of multiple regression analysis, from the above calculation, among the variables  $X_1$ ,  $X_2$  and  $X_3$  that most influence on  $Y$  (work discipline) is the variable  $X_3$  (SOP) which can be described as follows:

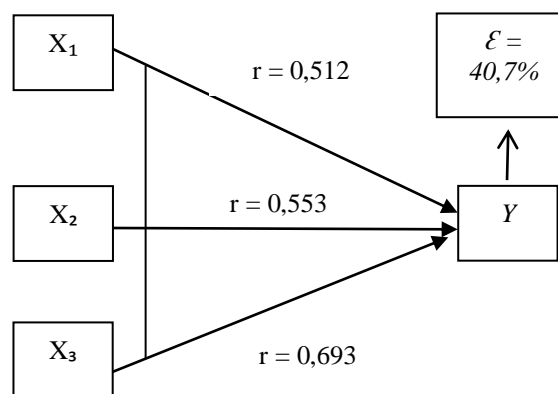


Fig. 1. Figure 1 Effect of Variables  $X_1$ ,  $X_2$ ,  $X_3$  on  $Y$

### 1. The Effect of Punishment ( $X_1$ ) on Work Discipline ( $Y$ )

The interpretation of the results of hypothesis testing through linear regression analysis for the Punishment ( $X_1$ ) variable against Work Discipline ( $Y$ ) with a correlation coefficient of 0.512. This shows the medium effect of ( $X_1$ ) on ( $Y$ ). To state the size of the contribution of the variable ( $X_1$ ) to ( $Y$ ), it can be seen that the determinant coefficient is 26.2%. It means that the employee work discipline is influenced by punishment by 26.2%, while the remaining 73.8% is influenced by other factors. Thus, from the calculations it can be concluded that there is a medium influence between the punishment variable ( $X_1$ ) on the Work Discipline variable ( $Y$ ). Based on hypothesis testing. It turned out that a  $t_{\text{count}}$  of 4.497  $> t$  table was obtained 1.67 with a significance level of 0.000  $< 0.005$ , so the hypothesis was accepted. This means that there is a significant influence between the variable punishment ( $X_1$ ) on the work discipline variable ( $Y$ )

Penal sanctions play an important role in maintaining employee discipline. With increasing sanctions, the employees will be increasingly afraid of violating company rules, the employee attitudes and indiscipline will be reduced. The severity of the sanctions that will be applied also influences the good / bad employee discipline. Penalties must be applied based on logical, reasonable, and clearly informed to all employees. Penalty sanctions should not be too easy or too difficult so that the punishment still educates the employees to change their behavior. Penalties should be reasonable for every indiscipline level, educational, and a motivational tool for maintaining discipline in the company.

Punishment influences the employee work discipline; it is as a motivation for developing human resources with the encouragement for humans to make the greatest possible contribution for the organization's success in achieving its goals. This means that the achievement of the organization also achieved the personal goals of the organization member, so that no negative behavior did by the employees.

Punishment in a workplace is the willingness of employees to comply all applicable rules and regulations, both written and unwritten.

### *2. The Effect of Reward (X2) on Work Discipline (Y)*

The interpretation of the hypothesis results testing through correlation analysis and linear regression for the reward (X2) variable against work discipline (Y) with a correlation coefficient is 0.553. This showed the medium effect of (X2) on (Y). To state the size of the contribution of the variable (X2) to (Y), it can be seen that the determinant coefficient is 30.6%. It means that work discipline was influenced by reward of 30.6%, while the remaining 69.4% is influenced by other factors. Thus, it can be concluded that there is a significant effect between the reward (X2) variable and work discipline (Y).

Meanwhile, to test the hypothesis, it turns out that a  $t_{\text{count}}$  of 5.016 was obtained with a significance level of  $0.000 < 0.005$  so the hypothesis was accepted. It means that there was an influence between the reward variable (X2) and the work discipline variable (Y).

Reward also influences a work discipline. Because the reward will provide employee satisfaction and care for their work. To realize good employee discipline, the company must provide relative reward based on the responsibilities given to the employees. The greater the reward or award received, the better employee discipline.

Basically, reward is needed in motivating someone, including in motivating employees to improve their performance. Wibowo (2007), (Faizal et al., 2019) stated that the award given to individuals is expected to increase employee motivation because they feel that their work is appreciated so it can improve the employee performance. In addition, the appreciation and high performance will increase employee satisfaction.

### *3. The Effect of SOP (X3) on Work Discipline (Y)*

The interpretation of the hypothesis results testing through correlation analysis and multiple regression for the SOP (X3) variable against work discipline (Y) with a correlation coefficient is 0.693. This showed the strong influence of (X3) on (Y). To find out the size of variable contribution (X3) to (Y), it can be seen that the determinant coefficient is 48%. This means that work discipline is influenced by SOP by 48%, while the remaining 52% is influenced by other factors. Thus, it can be concluded that there is a significant influence between the SOP variable (X3) and work discipline (Y).

For testing the hypothesis, it turns out that a  $t_{\text{count}}$  of  $7.248 > t_{\text{table}} 1.67$  was obtained with a significance level of  $0.000 < 0.005$  so that, it can be concluded that  $H_0$  is rejected,  $H_1$  is accepted. Thus, there is an influence between the SOP variable and the work discipline variable (Y).

The benefits of SOP as a guideline for activities are to guide the activities of the organization, both operationally and administratively. As a guideline, SOPs must play a role in reducing unnecessary repetition of reworks, because repetition of work is another form of ineffectiveness of SOPs. As a guideline, SOPs must be effective and efficient based on the needs of the organization in any conditions. Thus, the SOP can be a guideline for employee performance appraisal by implementing a clear department store SOP that will make it easier for organizations to conduct performance reviews and assessments, and SOPs can build better working conditions and situations for employees that will affect a good employee performance.

According to Rudi, he stated that standard operating procedures provide guidance in doing work in companies where the use of process facilities carried out by people in the organization are members of the organization, it runs effectively, efficiently, consistently, standards and systematically. The objective of the Standard Operating Procedures is to ensure that officers / employees maintain the consistency and level of performance of the officer / employee or team in the organization or work unit, so that they clearly know the roles and functions of each position in the organization, clarifying the flow of works, authority, and responsibilities of officers / related employees, protect the organization / work unit and officers / employees from malpractice or other administrative problems, to avoid failure / error, doubt, duplication, and inefficiency.

The function of Standard Operational Procedure is to shorten the works of officers / employees or team / work units, as a legal basis when deviations occur, know clearly the obstacles and easily tracked, directing officers / employees to be equally disciplined in the work, and as guidelines in doing the routine work. Standard Operating Procedures affect the work ethic of employees because in doing the work, it must

realize the rules or guidelines that explain the works and functions in each section or unit so a work performance has a directed foundation to achieve maximum results, the employees in doing their work will be more passion and responsibility. If there are no guidelines in governing the work flow, the employee will concurrently work that should be done by each section.

#### CONCLUSIONS

Based on the results of data collection on each variable, it can be concluded that:

1. Punishment can improve employee work discipline better.
2. Reward can improve employee work discipline in Kota Banjar Regional Work Unit.
3. SOP can improve employee work discipline in Kota Banjar Regional Work Unit, there is a strong influence
4. Reward, Punishment and SOP can improve work discipline.

#### REFERENCES

- Aghwu. M. 2013. Impact of fair reward system on employees job performance innigerian Agip oil company.
- Atmoko, Tiptono, 2008, *SOP Birokrasi di Indonesia*, Jakarta: PT. Erlangga
- British journal of education society and behavioural science.(3) 47-642.Caza.A, Mccarter.W.M and North Carft. B.G, 2015. Performance benefits of rewardchoice: a procedural justice perspective. *Human Resource Management Journal* . (2)184-199.
- Danish.Q.R and Usman.A 2010 Impact of reward and recognition on job satisfactionand motivation. *International journal of business and management* . (5) (2) 159-167.
- Dessler, Gary. 2015. *Manajemen Sumber Daya Manusia, Edisi Indonesia*. Jakarta: Penerbit Prenhallindo.

- Dhania, 2010, Penjelasan Kepmen PAN tentang Beban Kerja, Jakarta: Pustaka Pelajar
- Faizal, R., Sulaeman, M., & Yulizar, I. (2019). Pengaruh Budaya, Motivasi Kerja Dan Kompetensi Terhadap Kinerja Karyawan. *EBA Journal: Journal Economics, Bussines and Accounting*, 5(1), 11–21. <https://doi.org/10.32492/eba.v5i1.706>
- Flippo, Edwin B., 2010, Manajemen Personalis Jilid Keenam, Jakarta: Erlangga
- Hafiza.S.N, Shah.S.S and Zaman.K 2011. Relationship between rewards and employees motivation in the non-profit organization of pakistan. *Business intelligence journal* . 327-334.
- Haiman, Theo, 2012, Manajemen Produksi, Jakarta: Pustaka Pelajar
- Handoko, Hani T. 2010. Manajemen Personalia dan Sumber Daya Manusia. Yogyakarta : BPF
- Hasibuan Melayu, SP, 2015, Manajemen Sumber Daya Manusia, Jakarta: CV. Haji Masagung.
- Ibrar.M and khan.O 2015. The impact of reward on employee performance. *international letter of humanistic science* . (52) 95-103.
- Lawler.E.E 1998). Creating effective pay system for team. CEO PUBLICATION G93-5(225)
- Lawler.E.E 2011. Creating effective pay system for team.CEO PUBLICATION G93-5(225)
- Noor, Juliansyah, 2014. Analisis Data Penelitian; Ekonomi dan Manajemen, Jakarta: Grasindo
- Ong.S.T and The.H.B. 2012. Reward system and performance with Malaysian manufacturing companies. *World applied sciences journal*. (19)(7) 1009-1017
- Pangestu, Suwandi, 2014, Keterkaitan ANtara Disiplin dan SOP terhadap Disiplin kerja Pegawai di Dinas Kesehatan Kota Bandung, Tesis, Bandung: UNINUS.
- Pratheepkanth. P, 2011. Rewad system and its impact on employee motivation in commercial bank of sri lanka. *Globel journal of management and business research* .(11) 85-92.
- Rusli, M, 2010, Standar Acuan Kepegawaian, Jakarta: LAN
- San.T.O, Theen.M.Y and Heng.B.T 2012. The reward strategy and performance Measurement. *International journal of Business humanities and technology*. (2) (1) 2011-2231.
- Siagian, Sondang P, 2010, Manajemen Stratejik, Jakarta: Bumi Aksara,
- Sumarsan, Thomas, 2013 Sistem Pengendalian Manajemen; Konsep. Aplikasi, dan Pengukuran Kinerja, Jakarta: Indeks.
- Surtiningtyas, Dyah, 2010, Pengaruh SOP Terhadap Disiplin Kerja Pegawai Kota Bekasi, Skripsi, Bekasi: UNISMA
- Syahrizal, 2014, Karir, Modul Kuliah UNM, Malang.
- Usman, Husaini, 2013, Manajemen; Teori, Praktik, dan Riset Pendidikan, Bumi Aksara, Jakarta.
- Wibisono, 2012 Manajemen Kinerja, Rajawali Press, Jakarta.
- Widodo, 2012, Pengembangan Karir, Modul Bahan Kuliah USU, Medan.