

# The Effect of Work Discipline and Reward Punishment on Employee Performance of the Tulang Bawang Regency Agriculture Office

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**Abstract.** *Work discipline at the Tulang Bawang Regency Agriculture Office is essential for employee performance and optimal service quality. But discipline levels remain low, with many employees often late or absent without a clear reason at more than 5%. This hampers the objectives of the work program. Due to budget and regulatory constraints, rewards and punishments have not been formally used. As a result, many employees have become unmotivated, resulting in decreased performance and productivity. The agency is submitting a proposal to the local government for better policies to improve employee performance.*

*Using a quantitative descriptive approach, this research was conducted at the Agriculture Office of Tulang Bawang Regency. The purpose of this study was to provide a systematic and honest description of work discipline and penalty punishment systems, and how these impact on employee performance. This study involved all 85 employees of the agency, so the sample was almost the same as all employees, namely 84 people. The dependent variable, employee performance (Y), is expected to be influenced by the independent variables (X1) and payment penalty (X2).*

*The results of data analysis and hypothesis testing show that Work Discipline (X1) affects employee performance (Y) at the Tulang Bawang Regency Agriculture Office by 59.9 percent. Punishment Punishment (X2) affects employee performance by 61.9 percent simultaneously, and Work Discipline (X1) affects employee performance by 51.2 percent. Other factors affect 48.8 percent of the total.*

**Keywords:** *Discipline, Reward, Punishment, Performance.*

## PENGARUH DISIPLIN KERJA DAN PENGHARGAAN HUKUMAN TERHADAP KINERJA PEGAWAI DINAS PERTANIAN KABUPATEN TULANG BAWANG

**Abstrak.** Disiplin kerja di Dinas Pertanian Kabupaten Tulang Bawang sangat penting untuk kinerja pegawai dan kualitas layanan yang optimal. Tetapi tingkat disiplin tetap rendah, dengan banyak pegawai yang sering terlambat atau tidak hadir tanpa alasan yang jelas lebih dari 5%. Ini menghambat tujuan program kerja. Karena keterbatasan anggaran dan peraturan, reward dan hukuman belum digunakan secara resmi. Akibatnya, banyak karyawan menjadi tidak termotivasi, yang mengakibatkan penurunan kinerja dan produktivitas. Dinas sedang mengajukan proposal kepada pemerintah daerah untuk kebijakan yang lebih baik untuk meningkatkan kinerja pegawai.

Dengan menggunakan pendekatan deskriptif kuantitatif, penelitian ini dilakukan di Dinas Pertanian Kabupaten Tulang Bawang. Tujuan dari penelitian ini adalah untuk memberikan gambaran sistematis dan jujur tentang disiplin kerja dan sistem hukuman penalti, serta bagaimana hal-hal ini berdampak pada kinerja pegawai. Penelitian ini melibatkan seluruh 85 karyawan dinas tersebut, sehingga sampelnya hampir sama dengan keseluruhan karyawan, yaitu 84 orang. Variabel terikat, kinerja karyawan (Y), diharapkan dipengaruhi oleh variabel bebas (X1) dan sanksi pembayaran (X2).

Hasil analisis data dan pengujian hipotesis menunjukkan bahwa Disiplin Kerja (X1) memengaruhi kinerja pegawai (Y) di Dinas Pertanian Kabupaten Tulang Bawang sebesar 59,9 persen. Punishment Punishment (X2) memengaruhi kinerja pegawai sebesar 61,9 persen secara bersamaan, dan Disiplin Kerja (X1) memengaruhi kinerja pegawai sebesar 51,2 persen. Faktor-faktor lain memengaruhi 48,8 persen dari total.

**Kata kunci:** *Disiplin Kerja, Reward, Punishment, Kinerja.*

## INTRODUCTION

In government organizations such as the

Agriculture Office of Tulang Bawang Regency, work discipline plays an important role in

ensuring optimal employee performance. Work discipline, which includes adherence to regulations, procedures, and operational standards, provides the foundation for employees to carry out their tasks effectively and efficiently. Without good work discipline, organizations could potentially face problems such as decreased productivity, increased errors, and low public satisfaction with the services provided.

The Agriculture Office of Tulang Bawang Regency has a great responsibility in managing the agricultural sector, which is one of the main pillars of the regional economy. Therefore, employees of this office are expected to be able to work professionally and be disciplined in carrying out their duties. Good work discipline not only affects individual work results, but also affects the quality of services provided to the community and the achievement of organizational strategic goals.

However, what happens in the field from the results of observations found that there are still many employees who still violate the staffing rules at the agency, one of which is in terms of discipline, namely there are still many employees who arrive late and there are still many employees who are absent without reason, as illustrated in the following table :

**Table.1 Recapitulation of Employee Absenteeism**

No	Month	Number of Employees	Sick	Permit	No Description	Total	Percentage (%)
1	January	85	2	4	4	10	11,76%
2	February	85	3	4	3	10	11,76%
3	March	85	1	4	5	10	11,76%
4	April	85	4	5	4	13	15,29%
5	May	85	1	4	4	9	10,59%
Jumlah			7	20	20	47	

Souçher : Data Processed Year 2024.

Based on the data presented, it can be seen that the percentage of employee absenteeism is still high, as evidenced by the percentage level that exceeds the stipulated tolerance for absenteeism, which is 5% each month. This shows that the level of discipline at the Tulang Bawang Regency Agriculture

Office is still low.

In order to improve employee work discipline, the Tulang Bawang Regency Agriculture Office needs to develop a comprehensive and sustainable strategy. This can be done through increased training, stricter supervision, and the application of a fair reward punishment system. Thus, it is hoped that employees can be more motivated to comply with established rules and procedures.

Employee performance is one of the important elements in achieving organizational goals, including in the government environment. Well-performing employees will not only increase work effectiveness and efficiency, but also have a positive impact on the public services provided. In the context of the Tulang Bawang Regency Agriculture Office, employee performance determines the success of agricultural programs that are carried out to improve the welfare of farmers and the community.

From the results of initial observations in the field, data related to the annual work program of the Tulang Bawang Regency Agriculture Office were found as follows :

Table. 2  
Target and Realization of Work Programs for 2022 to 2023  
Tulang Bawang District Agriculture Office

No	Work Program Kerja	In Percentage (%)				Ket
		2022		2023		
		T	R	T	R	
1	Planning and Development: Develop strategic plans, programs, and activities in agriculture in accordance with regional policies and the needs of the farming community	100	80	100	85	
2	Guidance and Supervision: Conduct guidance, supervision, and control of agricultural activities, including the development of agricultural technology, processing of agricultural products, and distribution of production facilities	100	85	100	90	
3	Counseling and Training: Organize extension and training for farmers to improve their knowledge and skills in effective and efficient agricultural practices	100	90	100	95	
4	Agricultural Infrastructure Development: Planning and developing agricultural infrastructure such as irrigation, farm roads, and storage facilities to support agricultural productivity	100	80	100	90	
5	Pest and Disease Control and Surveillance: Take preventive and control measures against pests and plant diseases that can disrupt agricultural production	100%	80%	100%	95%	

Source: Data Processed 2024

Table. 1 above shows that there are several work programs that are the duties and functions of the Tulang Bawang Regency Agriculture Office whose completion has not been in accordance with the predetermined targets. This indicates that the performance of employees of the Tulang Bawang Regency Agriculture Office is still not optimal and needs to be improved.

From the results of the interview above, showing employees of the Tulang Bawang Regency Agriculture Office, it can be concluded that the reward system for employees at the agency has not been implemented. This is due to budget constraints and the absence of regulations that specifically regulate the provision of rewards. The impact of the absence of this reward system is quite significant, with many employees feeling less motivated and work productivity or performance decreasing. However, there are efforts to address this issue through submission of proposals to the local government and the hope of a clearer policy in the future. The

implementation of a reward system is considered very important to improve employee performance.

In the Agriculture Office of Tulang Bawang Regency, the implementation of rewards is one of the strategies to encourage employees to work more optimally. However, the effectiveness of this strategy still needs to be tested further. Several studies have shown that appropriate rewards can improve employee motivation and performance.

At the Agriculture Office of Tulang Bawang Regency, there are various challenges in employee management, including the provision of reward punishment. Job complexity, budget constraints, and internal organizational dynamics are some of the factors that influence human resource management policies and practices. This research seeks to explore more deeply how reward punishment is implemented in this agency and how both affect employee performance.

In addition, organizational culture and employee perceptions of reward punishment are also factors that need to be considered. A positive perception of reward punishment can strengthen the effectiveness of both, while a negative perception can hinder the achievement of the expected goals. Therefore, understanding employee perceptions of reward punishment is an important step in this research.

From the results of interviews with Respondents, employees of the Tulang Bawang Regency Agriculture Office, it can be concluded that the application of the punishment system at the agency is not yet appropriate. This discrepancy is caused by the lack of clear and detailed guidelines and decisions that are often made subjectively without objective and fair consideration. The impact of this mismatch is significant, with employees feeling demotivated and demoralized, and the work atmosphere not being conducive. Some employees have submitted complaints and suggestions to improve the system, hoping for a revised policy that is clearer, more transparent and fair. The implementation of an appropriate punishment system is considered very important to maintain employee discipline and morale.

The Agriculture Office of Tulang

Bawang Regency is an institution that has a strategic role in the development of the agricultural sector in the region. The success of the programs carried out is highly dependent on the performance of the employees involved. Therefore, this research is expected to contribute to improving employee performance through a more effective application of reward punishment.

### THE ORETICAL BASIS

Dalam konsep manajemen, *reward* merupakan salah satu alat untuk meningkatkan motivasi para pegawai (Pradnyani, Rahmawati, and Suci 2020). *Reward* dalam bahasa Inggris ysnng artinya hadiah, ganjaran, penghargaan atau imbalan (Izza and Zahro 2021). Metode ini bisa mengasosiasikan perbuatan atau kelakuan seseorang dengan perasaan bahagia, senang dan biasanya akan membuat mereka melakukan perbuatan yang baik secara berulang-ulang (Rmania and Dwi Wardhani 2023).

Hukuman (*punishment*) adalah konsekuensi negatif yang diberikan sebagai respons terhadap perilaku yang dianggap melanggar aturan, norma atau hukuman yang berlaku (Connie Chairunnisa, Pahman Habibi 2023). Hukuman bertujuan untuk memberikan penalti atau mengurangi motivasi untuk melakukan tindakan yang tidak diinginkan atau melanggar.

Menurut Safitri, *punishment* adalah ancaman hukuman yang bertujuan untuk memperbaiki kinerja pegawai pelanggar, memelihara peraturan yang berlaku dan memberikan pelajaran kepada pelanggar (Safitri, Nurjanah, and Roisah 2024).

Pada dasarnya pengertian kinerja pegawai dapat dimaknai secara beragam. Beberapa pakar memandangnya sebagai hasil dari suatu proses penyelesaian pekerjaan, sementara sebagian yang lain memahaminya sebagai perilaku yang diperlukan untuk mencapai hasil yang diinginkan. Agar terdapat kejelasan mengenai kinerja, akan disampaikan beberapa pengertian mengenai kinerja. Kinerja adalah aktifitas seseorang dalam melaksanakan tugas pokok yang dibebankan kepadanya

(Nursam 2017). Menurut Gani, kinerja atau performance merupakan hasil interaksi atau berfungsinya unsur-unsur motivasi, kemampuan dan persepsi pada diri seseorang (GANI 2022). Kinerja adalah hasil yang dicapai seseorang menurut ukuran yang berlaku untuk pekerjaan yang bersangkutan (Hanafi, Almy, and Siregar 2019). Kinerja adalah pelaksanaan fungsi-fungsi yang dituntut dari seseorang (Sholeh 2017).

*Performance* adalah pemberian pelayanan yang produktif, efektif, efisien dan berkualitas yang merupakan pengendalian yang terus menerus dari manajemen pemerintah sehingga dapat meningkatkan kelancaran dan ketepatan pelaksanaan tugas-tugas pemerintahan dan pembangunan (Kaunang, Naukoko, and Londa 2016). Kinerja merupakan prestasi pegawai dan pengembangan profesi dimasa datang yang dilakukan dengan sistematis dan formal (Syahputra and Tanjung 2020). Kinerja adalah gambaran mengenai tingkat pencapaian suatu kegiatan atau program kerja maupun kebijakan dalam mewujudkan sasaran, tujuan, misi dan visi organisasi (Aditama and Widowati 2017).

### RESEARCH METHODS

This research was conducted at the Tulang Bawang Regency Agriculture Office. The population in this study were all employees at the Tulang Bawang Regency Agriculture Office as many as 85 employees. The population in this study was 85 employees so that the sample in this study was 84 employees because the researcher did not enter the sample of this study.

This study uses analytical tools, namely validity test, reliability test, normality test, multiple linear regression test, T test, F test and determination coefficient test.

### RESEARCH RESULTS

Based on the results of the tests that have been carried out, it can be seen that there is a significant influence of the Work Discipline variable (X1) on the performance of employees of the Tulang Bawang Regency

Agriculture Office. This is supported by the t value of employee performance of 2.057, and further strengthened by the value of the Coefficient of Determination ( $KD = R^2 = 0.599 = 59.9\%$ ). Which means that the Work Discipline variable ( $X_1$ ) explains the variation in changes to the Employee Performance variable ( $Y$ ) at the Tulang Bawang Regency Agriculture Office by 59.9%.

In the test results that have been carried out on the significant effect of the Reward Punishment variable ( $X_2$ ) on the performance of employees of the Tulang Bawang Regency Agriculture Office. This is supported by the t value of employee performance of 2.571, and further strengthened by the value of the Coefficient of Determination ( $KD = R^2 = 0.619 = 61.9\%$ ). Which means that the Reward Punishment variable ( $X_2$ ) explains the variation in changes to the Employee Performance variable ( $Y$ ) of the Tulang Bawang Regency Agriculture Office by 61.9%.

Next, based on the results of the F test that has been carried out using the SPSS application, it can be seen that there is a significant influence of the Work Discipline and Reward Punishment variables on the performance of employees of the Tulang Bawang Regency Agriculture Office. This is evidenced by the obtained f value of 4.157 and strengthened by the coefficient of determination R Squares of 0.349, meaning that the variables of Work Discipline ( $X_1$ ) and Reward Punishment ( $X_2$ ) on Performance ( $Y$ ) are 51.2% and the remaining 48.8% is influenced by other variables not discussed in this study.

## **CONCLUSION AND IMPLICATION**

### **Conclusion**

Based on the results of data analysis and hypothesis testing that has been carried out, regarding the factors (Work Discipline and Educational Reward Punishment) that affect Employee performance ( $Y$ ) Regional Secretariat of North Lampung Regency. Then the following conclusions can be drawn : 1. From the results of quantitative analysis, it shows that the Work Discipline variable ( $X_1$ ) affects employee performance ( $Y$ ) of the

Tulang Bawang Regency Agriculture Office by 59.9%, 2. The second test of the Reward Punishment variable ( $X_2$ ) affects the performance of employees ( $Y$ ) of the Tulang Bawang Regency Agriculture Office by 61.9%, 3. Testing the third hypothesis shows that Work Discipline ( $X_1$ ) and Reward Punishment ( $X_2$ ) simultaneously affect employee performance ( $Y$ ) of the Tulang Bawang Regency Agriculture Office by 51.2% and the remaining 48.8% is not researched by several other factors.

### **Implication**

From the above conclusions, the following implications are stated : 1. Work Discipline variables that need attention, questionnaire list number 5 with a respondent's answer score of 352 related to the statement "I always complete my tasks on time according to the specified deadline." This indicator needs attention because the answer has a low score, this proves that there are still employees who do not complete their tasks on time. One of the usual ways is to provide more intensive guidance and support. First, identify the cause of the delay, such as a workload that is too heavy or a lack of understanding of the task. After that, set a more realistic schedule and ensure employees get the necessary training to improve their skills. In addition, regular monitoring and constructive feedback can help improve discipline and performance. If necessary, provide appropriate incentives or sanctions to encourage employees to take more responsibility for their duties; 2. In the Reward Punishment variable that needs attention, questionnaire list number 7 with a respondent's answer score of 306 related to the statement "I understand that the existing rules and sanctions aim to prevent workplace violations" this indicator needs attention because the answer has a low score, this proves that there are still employees who feel that the existing rules and sanctions do not aim to prevent workplace violations. Start by holding discussions or socialization to explain how these rules and sanctions are designed to create a fair and safe work environment for all. Involve employees in the rule review process, so they feel they have a role in shaping the policy. With this approach,

employees will better understand the importance of the rules and feel more involved in their implementation, which in turn can prevent workplace violations; 3. Employee performance variables that need attention, questionnaire list number 6 with a respondent answer score of 61 with the statement "I focus on achieving real goals and results in every task I do." at this point has the lowest score, this proves that there are still employees who do not focus on achieving real goals and results in each of their duties. The solution is to set clear and measurable targets for each task. Make sure employees understand the importance of expected results and how their tasks contribute to organizational goals. In addition, provide the necessary guidance and support, such as training and regular feedback, to help them stay focused. Using a reward system for achieving targets can also increase motivation and encourage employees to be more results-oriented.

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