JURNAL VALUE : Jurnal Manajemen dan Akuntansi

Journal homepage: https://e-journal.umc.ac.id/index.php/VL

WORK DISCIPLINE REVIEWED BASED PUNISHMENTS AND REWARDS (STUDY OF PT. ACTMETAL INDONESIA)

Melia Putri[1]
Enjang Suherman[2]
Flora Patricia Angela[3]
[1]Fakultas Ekonomi dan Bisnis, Universitas Buana Perjuangan Karawang
Mn19.meliaputri@mhsubpkarawang.ac.id
[2]Fakultas Ekonomi dan Bisnis, Universitas Buana Perjuangan Karawang
enjangsuherman@ubpkarawang.ac.id
[3]Fakultas Ekonomi dan Bisnis, Universitas Buana Perjuangan Karawang
floraangela@ubpkarawang.ac.id

Abstract

Delay shows one of the undisciplined attitudes of employees in complying with the rules that have been set. One way to uphold the level of work discipline is to properly apply punishment and reward. The purpose of this study is to analyze and explain the relationship between punishment and reward with employee work discipline. This study uses a descriptive and verification research approach with quantitative data analysis and survey research methods. The number of samples used was 109 with the slovin formula from a population of 150 employees of PT. Actmetal Indonesia. Data analysis used multiple linear regression for the verification test and analysis of the scale range for the descriptive test. The results of the statistical the scale range for the descriptive test, the results of the statistical analysis show that the correlation coefficient $R2$ 0,835 which indicates that the relationship between the punishment variable (X1) and the reward variable (X2) together with work discipline (Y) has a strong and positive relationship.
Keywords: *Punishment, Rewards, Work discipline*

Abstrak

Keterlambatan menunjukan salah satu sikap yang tidak disiplin karyawan dalam menaati perarturan yang sudah ditetapkan. Salah satu untuk menegakan tingkat disiplin kerja yaitu dengan memberikan penerapan punishment dan reward dengan baik. tujuan penelitian ini untuk menganalisis dan menjelaskan mengenai hubungan punishment dan reward dengan disiplin kerja karyawan. Penelitian ini menggunakan pendekatan penelitian deskriptif dan verifikatif dengan analisis data kuantitatif serta metode riset survey. Jumlah sampel yang digunakan sebesar 109 dengan formula slovin dari populasi 150 karyawan PT. Actmetal Indonesia. Analisis data menggunakan regresi linier berganda untuk uji verifikatif dan analisis rentang skala untuk uji deskriptif. Hasil analisis statistik menunjukan bahwa hubungan koefisien R^2 0,835 yang menunjukan bahwa hubungan antara variabel punishment (X1) dan variabel reward (X2)secara bersama-sama terhadap disiplin kerja (Y) memiliki hubungan yang kuat dan positif.
Kata kunci: *Punishment; Reward; Disipilin kerja*

INTRODUCTION

Work discipline is a very important element in carrying out tasks in a job for employees, because the application of discipline in an organization will be able to make employees work professionally (Astuti H et al., 2022). PT Actmetal Indonesia is a manufacturing company engaged in the automotive sector which focuses on coating PT. Actmetal Indonesia, known as PT AMC, is a company that hidesforeign capital and is affiliated with Actmetal Corporation from Japan. As a profit-oriented company, it must pay attention to employee work discipline.

PT Actmetal Indonesia has 150 employees, one of the problems it faces is work discipline. The problem that is often done by employees is employee delays when entering working hours. The delay shows one of the undisciplined attitudes of employees in complying with the rules that have been set (Bojonegoro, 2021). The attitude of employees can be influenced by many things, especially the disciplinary attitude of employees in the company, in carrying out their duties is a task given to employees by their superiors. According to (Sembiring et al., 2021) work discipline is influenced by the punishments and rewards applied in the organization. (Widi Astuti & Sujatna, 2021) In this way the company is able to provide effective punishment and reward which aims to improve work discipline.

The company aims to provide punishment to employees who violate established regulations in order to strengthen employee work discipline (Bandiyono et al., 2021). The application of rewards is very important so that an organization or company can apply high work discipline to its employees (Sembiring et al., 2021). This is in accordance with research conducted by (Koencoro et al., 2021) that implementing rewards effectively can affect employee work discipline, which is high or low. Not only does it require employees to work according to company regulations, but it also needs to be balanced by giving rewards. (Anwar & Dunija, 2020), giving rewards to PT. Actmetal Indonesia includes awards for employees in the form of remuneration in accordance with the workload and length of work of employees, by providing welfare, adequate benefits to employees, such as providing punishment and gifts (Widi Astuti & Sujatna, 2021).

Discipline can be maintained in several ways, namely by giving punishments and rewards. Like research conducted by (Mahardika & Mahayasa, 2022) the results of this study explain that the effect of punishment and reward can increase the level of employee work discipline (Ramli et al., 2019). This can provide motivation and enthusiasm so that employees continue to work with discipline at work, (S. Lestari & Afifah, 2021) The more regularly the application of punishment and rewards is given to employees, the higher the level of employee discipline.

Based on this background, the purpose of this research is to analyze, study and explain the relationship between punishment and reward with employee work discipline.

LITERATURE REVIEW
Punishment

According to Irham Fahmi (2017: 68) Punishment is a sanction or punishment given to violators who have violated established rules. Punishment or punishment is a punishment that is arranged to fix employees who violate it and act as a deterrent for violators (Connie 2020). According to (Purwanto, in winda Astuti 2018) there are indicators for carrying out sanctions or punishments (punishments), namely:

1. Repressive Punishment is a company activity in imposing sanctions or punishments on employees who do not comply with established regulations, namely:
   a. Reprimand for mistakes
   b. Error notification
   c. Punishment for mistakes

Rewards

Rewards are remuneration or prizes, which are obtained by someone who aims to improve or increase the work discipline achieved (Widi Astuti & Sujatna, 2021). According to Siahaan in (Bandiyono et al., 2021) giving rewards by companies is a form of praise for maintaining employees who are professional at work, as well as maintaining employees so they can carry out their work efficiently and effectively. According to (Sedarmayanti,: 2017: 353) Reward indicators are

1. Intrinsic rewards are rewards that are obtained from oneself. Forms of intrinsic rewards include:
   a. *Completion*
      Every person who has the effort to complete the work and their responsibilities, and the result of completing tasks for employees is a form of appreciation for personal rewards.
   b. *Achievement*
      Rewards that arise in each person's personality, which are obtained when someone gets results that are as expected or according to challenging goals.
   c. *Autonomy / decision making (Autonomy)*
      Some employees expect work that can earn the right to obtain satisfaction and work without being closely monitored.

d. *Individual Development (Personal Growth)*
By making employees' skills increase, they are able to at least provide skills such as job training.

Work Discipline

According to Irham Fahmi (2017: 75) discipline is the extent to which the applicable regulations are complied with, and the willingness to accept sanctions or punishments if the rules listed in the discipline are violated. An organization or company can support the company's success in achieving its goals, if it has a high level of work discipline by encouraging the enthusiasm and enthusiasm of its employees. (Mahardika & Mahayasa, 2022) explains that discipline is defined as the behavior of a person or group that intends to obey the rules that have been set.

According to Irham Fahmi (2017: 217) The types of work discipline consist of, include

1. *Preventive Discipline*
Preventive discipline is a regulatory activity created to provide advice to someone to comply with the rules and regulations that apply in the organization to avoid fraud.
2. *Corrective Discipline*
Corrective discipline is a regulation made or given by a company to overcome violations of company regulations and to prevent further violations.
3. *Progressive Discipline*
Progressive Discipline means giving punishment to employees who repeatedly violate the provisions with a heavier level.

According to (Sutrisno, 2016) indicators on work discipline, namely:

1. *Obey the rules of time*
   a. Hours to work
   b. Homework hours
   c. Work break hours
2. *Obey the ground rules*
   a. Dress accordingly
   b. Behave according to the norms at work
3. *Comply with the guidelines rules and work relations*
   a. Work according to work procedures
   b. Good relations with other work units

RESEARCH METHODS

This study uses a descriptive and verification research approach with quantitative data analysis and survey research methods. According to **Singarimbun and Effendi (2020),** survey research is research obtained from a sample of a population and uses a questionnaire as equipment to collect primary data.

The population in this research is 150 permanent employees of PT Actmetal Indonesia. The sample size in this research was determined using the Slovin method. Therefore, the number of employees needed for this research sample is 109 people. Data collection in this study was carried out by distributing questionnaires to respondents. According to **Ma'ruf (2015: 248)** a questionnaire is a method of collecting information by distributing notes on issues to respondents and expecting them to respond to the list of questions. And in collecting data using a closed questionnaire. The questionnaire given to the respondents contains issues related to punishment, reward and work discipline. each respondent's answer gets a score on the questionnaire in order to determine the score using a Likert scale.

The Likert scale can be applied to measure a person's behavior, opinions, and assumptions about certain objects or phenomena **(Siregar, 2013).** Data analysis used multiple linear regression for the verification test and analysis of the scale range for the descriptive test. There are also stages of verification tests including normality tests, correlation tests, multiple linear regression tests, determination tests and t tests or f tests.

RESULTS AND DISCUSSION
Data Quality Test
a. Validity test

Table. 1 Validity Test Results

Variable	Question Indicator	Coefficient validity	r table	Information
Punishment	X1.1	0.547	0.30	Valid
	X1.2	0.512	0.30	Valid
	X1.3	0.683	0.30	Valid
	X1.4	0.696	0.30	Valid
	X1.5	0.669	0.30	Valid
	X1.6	0.751	0.30	Valid
	X1.7	0.761	0.30	Valid
	X1.8	0.609	0.30	Valid
Rewards	X2.1	0.688	0.30	Valid
	X2.2	0.786	0.30	Valid
	X2.3	0.637	0.30	Valid
	X2.4	0.640	0.30	Valid
	X2.5	0.647	0.30	Valid
	X2.6	0.791	0.30	Valid
	X2.7	0.612	0.30	Valid
	X2.8	0.719	0.30	Valid
Work Discipline	Y. 1	0.700	0.30	Valid
	Y.2	0.585	0.30	Valid
	Y.3	0.687	0.30	Valid
	Y.4	0.458	0.30	Valid
	Y.5	0.534	0.30	Valid
	Y.6	0.566	0.30	Valid
	Y.7	0.731	0.30	Valid
	Y. 8	0.520	0.30	Valid

Source: Data processing 2023

Based on table 1, it can be stated that the validity coefficient is > 0.30 (critical point) so that the statement is declared valid.

b. Reliability Test

Table. 2 Reliability Test Results

Variable	Cronbach Alpha	Information
	0.809	Reliable
Rewards	0.839	Reliable
Work discipline	0.734	Reliable

Source: Data processing 2023

Table 2 proves the Cronbach's Alpha value for each variable of punishment t (X1), reward (X2) and work discipline (Y) > 0.70 so that the instrument used in this research is said to be reliable.

c. Descriptive Analysis

In this study, the scale range to interpret the average rating is as follows:

Table. 3 Scale Range

Scale Range	Category
1.00 to 1.79	Strongly Disagree
1.80 to 2.59	Don't agree
2.60 to 3.39	Enough
3.40 to 4.19	Agree
4.20 to 5.00	Strongly agree

Source: Data processing 2023

The following will explain the respondents' research on the Punishment, Reward and Work Discipline variables which can be seen as follows.

Table 4. Punishment Variable Data

Variable		Indicator	Average	category
Punishment	X1.1	Error Notice	3,9	In accordance
	X1.2	Reprimand for Mistakes	3,2	quite appropriate
	X1.3	Punishment For Mistakes	3,8	In accordance

Source: Data processing 2023

punishment variable has an average score of 3.8 and is between the scale range (3.40 to 4.19) or belongs to the appropriate category.

Table. 5 Reward Variable Data

variable		Indicator	Average	category
Rewards	X2.1	Award for Completion of Tasks	4,2	Perfect fit
	X2.2	Award for Achievement	4,1	In accordance
	X2.3	Automatic Award (Decision Making)	3,3	Just Appropriate
	X2.4	Rewards for Personal Growth	4,1	In accordance

Source: Data processing 2023

Based on the explanation in table 5, it proves that the response to the reward variable has an average score of 4.1 and is in the scale range (3.40 to 4.19) or belongs to the appropriate category.

Table. 6 Variable data of work discipline

Variable		Indicator	Average	category
Work discipline	Y.1	Obey the Rules of Time	3,1	Pretty low
	Y.2	Obey the Basic Rules	3,8	Tall
	Y.3	Obey the Guidelines and Work Relations	3,9	Tall

Source: Data processing 2023

Based on the explanation of table 4, it proves that the assessment response to the Work Discipline variable has an average score of 3.9 and is in the scale range (3.40 to 4.19) or belongs to the high category.

Verification Analysis
Classic assumption test
a. Normality test

Table. 7 Kolmogorov – Smirnov Normality Test Results

	asymp. Sig (2-tailed)
Residuals are not standardized	0.150

Source: Data processing 2023

Based on table 7, it is known that the significance value is 0.150 > 0.05, so that the data in this study are normally distributed**.**

b. Multicollinearity Test

Table. 8 Multicollinearity Test Results

Variable	tolerance	VIF
Punishment (X1)	0.999	1,001
Rewards (X2)	0.999	1,001

Source: Data processing 2023

Based on table 8, it is known that the Tolerance value is > 0.1 and the VIF value has an independent variable value of less than 10. So that there is no multicollinearity in the independent variables in this study.
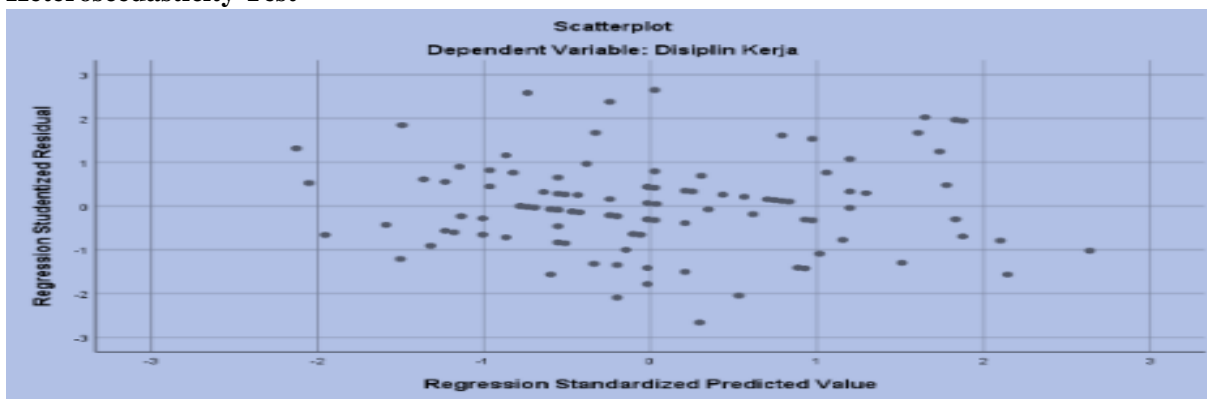
c. Heteroscedasticity Test

Figure 1. Heteroscedasticity Test Results - Scatterplo
Source: SPSS Data Processing 2023

Based on Figure 1, it can be seen that there is no clear pattern, and the points spread above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in this research model.

Multiple Linear Regression Analysis

Table 9. Results of Multiple Linear Regression Analysis
Coefficientsa

Model		Unstandardized Coefficients B	std. Error	Standardized Coefficients Betas	Q	Sig.
1	(Constant)	5,876	3,620		1623	.108
	Punishment	.332	.102	.288	3,255	002
	Rewards	.366	.109	.298	3,366	001

Dependent Variable: Work Discipline
Source: SPSS Data Processing 2023

Table 9 above shows that the regression line equation is made as follows:

$$Y = 5.876 + 0.332\ X1 + 0.366\ X2 + 3.620$$

From the equation above, the following explanation can be taken:
1. A constant value of 5.876 means that when punishment (X1) and reward (X2) are not applied, the employee's work discipline is constant or permanent at 5.876.
2. The regression coefficient of punishment (X1) is 0.332, so that punishment has a positive effect on work discipline. If the punishment t is increased by 1% then work discipline (Y) increases by 0.332%.
3. reward regression coefficient (X2) is 0.366 which means that reward has a positive effect on work discipline. So if the reward is increased by 1%, the work discipline will increase (Y) by 0.336%).

a. Correlation

Table 10. Correlation Results of Punishment, Reward and Work Discipline
Correlations

		Punishment	Rewards	Work Discipline
Punishment	Pearson Correlation	1	.422 **	.466 **
	Sig. (2-tailed)		001	.000
	N	109	109	109
Rewards	Pearson Correlation	.422 **	1	.434 **
	Sig. (2-tailed)	001		.000
	N	109	109	109
Work Discipline	Pearson Correlation	.466 **	.434 **	1
	Sig. (2-tailed)	.000	.000	
	N	109	109	109

** . Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS 2023 Data Processing

1. Punishment and Work Discipline
   Based on table 10, presenting the results of the person correlation shows the correlation value or the relationship between the punishment variable and work discipline. It is known that the correlation coefficient is 0.466 and has a sig value of 0.000 <0.05, so there is a positive and significant relationship and with a moderate level of relationship.
2. Reward and Work Discipline
   Based on table 10, presenting the results of the person correlation shows the correlation value or relationship between the reward variable and work discipline. It is known that the correlation coefficient is 0.434 and has a sig value of 0.000 <0.05, so there is a positive and significant relationship with a moderate level of relationship.

b. Determinant Coefficient Analysis (R2)

Table 11. Determinant Coefficient Test Results

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.835a	.697	.684	1.8277

a. Predictors: (Constant), Reward, Punishment
Source: SPSS Data Processing 2023

Based on table 11, it can be seen that the results of the Determinant Test show that the percentage of employee discipline variables that can be explained by the punishment variable (X1) and the reward variable (X2) is 0.697 or 69.7% while the remaining 30.3% is explained by the variable others not examined.

c. Hypothesis testing

Table 12. F Test Results (Simultaneous)

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	123,396	2	61,698	8,389	.000b
	residual	779,631	106	7,355		
	Total	903028	108			

a. Dependent Variable: Work Discipline
b. Predictors: (Constant), Reward, Punishment
Source: SPSS Data Processing 2023

Based on table 5 and table 8 above, the results of the t test (partial) and the results of the f test (simultaneous) can be explained as follows:
1. Punishment (X1) for work discipline has a tcount value of 3.225 with a significance value of 0.002 <0.05 and a ttable value of 1.982 so that tcount > ttable. It can be concluded that partially the independent variable is punishment (X1) there is a positive and significant influence on the work discipline variable (Y).
2. Reward (X2) for work discipline (Y) has a tcount value of 3.366 with a significance value of 0.001 <0.05 and a ttable value of 1.982 so that tcount > ttable. It can be concluded partially that the independent variable is reward (X2) which has a positive and significant effect on the work discipline variable (Y).
It is known that the Fcount value is 8.389 and with a Ftable value of 2.69 to Fcount > Ftable with a significant value of 0.000. This can be interpreted if H0 is rejected and Ha is accepted so that the Punishment (X1) and Reward (X2) variables are Simultaneously there is a positive and significant effect on work discipline (Y) of PT. Actmetal Indonesia

DISCUSSION
Punishment
   Based on table 4, it shows that the average range of punishment scales is good, namely X1.1 notification of mistakes with an average weight of 3.9, this is because the company firmly implements strict regulations, even mild or moderate fines. Employees know the rules and the consequences that will

be received if violated such as a reduction in salary. Meanwhile, the frequency distribution of punishment is not good, namely in indicator X1.2, reprimand for mistakes with an average weight of 3.2 is due to employees who still violate sanctions or reprimands that have been implemented by the company.

Punishment on PT. Actmetal Indonesia has implemented it quite well, however, it still needs improvement so that employees are more disciplined. Regarding the work discipline of employees at PT. Actmetal Indonesia is still lacking. So the increase in punishment continues to be carried out with the aim of disciplining employees so that they are more disciplined again towards the rules that have been set. Like research conducted bywhich (Widi astuti & Sujatna, 2021) explains that imposing sanctions or punishment can affect the level of employee work discipline, by giving punishment by companies to employees it will increase or as well as employee work discipline.

Rewards

Based on table 5, it shows that the frequency of good rewards is found in the X2.1 indicator, the award for completing tasks with an average weight of 4.2, this is because the application of rewards has been going well by the company to employees. While the distribution of reward frequency that is not good is found in the indicator X2.3 Automatic Rewards (Decision Making) with an average weight of 3.3 this is because it is not optimal for companies that prioritize interpersonal in the form of the ability to be accountable for their tasks

In prioritizing work discipline at PT Actmetal Indonesia, the reward applied is in accordance with the workload and time specified. With the accuracy of giving rewards or gifts, namely awards to employees for employees in the form of remuneration according to the workload and length of work of employees. It can also affect the discipline of employees of PT. Actmetal Indonesia.

Research conducted by (Ramli et al., 2019) explains that giving rewards can have an impact on the level of employee discipline. Also research conducted by (Widi astuti & Sujatna, 2021) increased work discipline can be influenced by giving good rewards .

Work Discipline

Based on table 6, the frequency of good work discipline is found in indicator Y.3 Compliance with Guidelines and Work Relations with a weight rating of 3.9, this is because most of the employees at PT. Actmetal Indonesia has maintained an attitude of mutual respect and maintains a working relationship between employees within the company. Meanwhile, the frequency of unfavorable work discipline, namely in the Y.1 indicator, obeys the time rules, this is because some employees of PT Actmetal Indonesia still do not comply with the time rules in the company.

Discipline that has been upheld at PT Actmetal Indonesia, obtained more than 60% of respondents who have high work discipline. This shows the employees of PT. Actmetal Indonesia Most of them have complied with the rules set by the leadership. The application of good punishment and reward is also able to improve employee work discipline, based on the results of research conducted by (Panton et al., 2022) explaining that "the existence of the application of punishment and reward can affect the level of work discipline at PT. London Sumatra.

Punishment on Work Discipline

In the results of research conducted on employees of PT. Actmetal Indonesia. There is a significant influence between Punishment on work discipline, this is based on a significance value of 0.002 <0.05, indicating that Ho is rejected and Ha is accepted. Based on the results of the regression analysis with the provision of punishment can positively affect employee work discipline. This is evidenced by the regression coefficient value of the punishment variable of 0.332 which indicates that punishment has a positive correlation with work discipline.

The sanction system currently implemented by PT Actmetal Indonesia includes several stages such as a verbal warning or warning, a written warning and a warning letter (SP), starting from SP I without suspension, SP II with suspension, to Warning Letter III in the form of work termination.

Reward for Work Discipline

The results of research on rewards for discipline prove that there is a significant effect of rewards on work discipline at PT. Actmetal Indonesia with a significance value of 0.001 <0.05, which means that Ho is accepted and Ha is accepted. Based on the results of the regression analysis, it proves the level of reward influence on work discipline with a positive multiple linear regression coefficient of 0.366. The implementation of reward can affect the level of employee work discipline at PT. Actmetal Indonesia. The

reward system that is applied to PT. Actmetal Indonesia currently consists of bonuses, promotion and prizes

Punishment and Reward for Work Discipline

The results of research on punishment and reward for work discipline show that the Fcount value is 8.389 and the Ftable value is 2.69 so that Fcount > Ftable with a significant value of 0.000. This can mean that H0 is rejected and Ha is accepted which means variable Punishment t (X1) and Reward (X2) simultaneously have a positive and significant effect on work discipline (Y) of employees of PT. Actmetal Indonesia.

Punishment and reward are some of the methods that can be used to achieve an increase in employee work discipline. With the existence of punishment and reward imposed by the company so that it can affect the level of employee work discipline

CONCLUSION

Based on the results of research and discussion of the effect of punishment and reward on employee work discipline at PT.Actmetal Indonesia, the conclusions are as follows: (1) PT. Actmetal Indonesia has a punishment, the reward that is applied to employees is quite appropriate, and the application of work discipline is quite good. (2) Punishment and reward partially affect employee work discipline. (3) Punishment and reward simultaneously affect employee work discipline.

SUGGESTION

Theoretical Benefits : On the theoretical benefits of researchers' hopes in research with the role of punishment and reward applied to companies can increase the level of work discipline. And can be a reference evaluation for various factors that influence the achievement of company goals.

Practial Benefcits : (1) PT. Actmetal Indonesia, it is hoped that this research can be used as information, material for consideration, and an assessment regarding the application of punishment , reward and employee discipline so far. (2) For employees of PT. Actmetal Indonesia, this research is expected to be a benchmark and a joint reflection on the application of punishment, reward to employee order so far. (3) For Buana Perjuangan University, this research is expected to be a scientific work that can convince readers, and can be used as a reference or library notes for other students who discuss this issue. (4) Authors, this research is expected to add knowledge and develop the capacity of writers in writing scientific papers.

REFERENCES

Anwar & Dunija, T. (2020). The Effect of Reward and Punishment System on Increasing Work Discipline of Employess. *Porch Akademica journal*, (1), 18-27.

Astuti H, M. P. (2018). Effect of Reward and Punishment . *International Journal of Business*, 5, (1); 59-67.

Astuti, S. Y. (2021). The Effect of Giving Rewards and Punishment on Employee Work Discipline at PT. Valve Automation Indonesia. *Indonesia Journal of Economics Application*, (5) 75-85.

Astuti, W. S. (2022). Effect of Reward and Punishment System on Inceasing Work Discipline of Employees of PT. Yamaha Laut Teduh Interniaga Lmpung. *Management Scientific Journal Ubhara*, I (1), 31-46.

Bandiyono, A. H. (2021). The Effect of Reward and Punisment on Employee Discipline. *Journal Education and Development*, 50 - 65.

Fahmi, I. (2017). *Human Resource Management Theory And Applications.* Bandung: 2017, Alphabet Publishers.

Febrianti, S. (2020). The influence of Reward and Punishment on Work Motivation and Their Impact on Performance (Study on Employees of PT. Panin Bank Tbk. Area Mikro Jombang). *Journal of Busness Administration, Bachelor of Brawijaya University*, 41-83.

Juliansyah Noor. 2011. Thesis Research Methodology, Thesis, Dissertation and Scientific Work, Kencana Prenada Media Group, Jakarta.

K, P. D. (2021). Employee Disciplne Analysis. *Journal Management and Accounting*, 22-38.

Lestari, S. &. (2021). The Effect of Work Discipline and Job Training on Employee Performance. *Indonesia Journal of Economics and Management*, 93-110.

M, B. (2021). The Influence of Reward and Punishment on Work Disciplineof Hospital Employess. *Journal of Management and Science*, 25-35.

Mahardika, I. &. (2022). The Effect of Compensation and Motivation on Employee Work Discipline in Village Unit Cooperatives. *Journal Economic*, 652 - 660.

Panton, C. R. (2022). The Effect of Reward and Punishment on Employee Work Discipline at PT. Telekomunikasi Indonesia (Persero) Tbk. *Journal Scientific MEA*, 22-25.

Ramli, M. (2019). The Effect of Reward and Punishment on Increasing Employee Work Discipline at PT. London Sumatra (Rubber Export Company) In Bulukumba. *Journal of Management and Economics*, 8-16.

Prof. Dr. Hj. Sedarmayanti, MA (2017). *HR Planning and Development to Improve Competency, Performance, and Work Productivity.* Bandung: Pt Refika Aditama.

Sembiring, M. (2021). The Effect of Reward and Punishment on Employee Work Discipline at PT. Fajar Baru . *Journal Management and Accounting*, 56-76.