



# The Influence of the Reward and Punishment System on Employee Work Discipline at KPKNL Banjarmasin

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**Abstract:** *This study aims to analyze both the partial and simultaneous effects of reward and punishment systems on employee work discipline at KPKNL Banjarmasin. Using a quantitative approach with a total sampling of 50 employees, the data were processed using multiple linear regression with SPSS version 25. The findings reveal that the reward system significantly and positively affects work discipline, with a t-value of 3.127 > 2.01174 and a significance value of 0.003 < 0.05, supported by a positive coefficient of 0.345. Similarly, the punishment system also has a significant and positive impact, with a t-value of 5.363 > 2.01174 and a significance value of 0.000 < 0.05, with a coefficient of 0.628. Simultaneously, the two variables show a significant effect on work discipline, as indicated by an F-value of 108.766 > 4.05 and a significance level of 0.000 < 0.05. The contribution of reward and punishment systems to work discipline reaches 82.2%, while the remaining 17.8% is influenced by other external factors not explored in this study.*

**Keywords:** Reward, Punishment, Work Discipline

## Introduction

In the modern era of globalization, organizations face increasingly intense competition that demands continuous improvement in performance and efficiency. The success of an organization is not only determined by technology or capital but also by the quality and commitment of its human resources (Masruroh et al., 2023; Tarigan & Priyanto, 2021; Salma, 2023). Human resources serve as the primary drivers of productivity, innovation, and sustainability. Therefore, maintaining employee discipline is essential to ensure that organizational goals can be achieved effectively (Siregar & Indrawan, 2024; Septiana & Adinata, 2022; Ronting et al., 2023). Work discipline refers to an employee's willingness to comply with organizational norms, punctuality, and responsibility in completing assigned tasks (Bandiyono et al., 2023; Dihan & Hidayat, 2021; Roos et al., 2021). High discipline not only enhances performance but also fosters professionalism and accountability in the workplace (Azzahra & Barry, 2024; Bardach, 2025; Liaquat et al., 2024).

To maintain discipline and motivation, an effective reward and punishment system is crucial in managing employee behavior. Rewards represent positive reinforcement that recognizes and appreciates employee performance (Lusiana et al., 2023; Astuti et al., 2022; Afiati et al., 2023). They can be monetary, such as bonuses and incentives, or non-monetary, such as promotions, certificates, or verbal recognition from superiors (Wardoyo et al., 2023; Bandiyono et al., 2023; Nainggolan et al., 2024). According to Aljumah (2023), fair reward

systems significantly enhance employee motivation and job satisfaction, leading to better discipline and engagement. Similarly, Liaquat et al. (2024) and Anthonysamy (2025) emphasized that a transparent reward structure promotes a sense of equity and accountability, encouraging employees to consistently perform according to standards. Conversely, unfair or inconsistent reward practices may lead to dissatisfaction and decreased work discipline (Antara et al., 2024; Bardach, 2025; Roos et al., 2021).

While rewards encourage desirable behavior, punishments are designed to correct deviations and prevent repeated violations (Murniyati & Suyadi, 2021; Ronting et al., 2023; Hustia & Rahmawati, 2024). Punishment refers to administrative or behavioral sanctions imposed on employees who fail to adhere to organizational norms or job responsibilities (Zulita et al., 2021; Salma, 2023; Rosmawati & Indra, 2023). Its implementation must be objective and proportional to maintain fairness and employee trust (Bandiyono et al., 2023; Bardach, 2025; Anthonysamy, 2025). Studies show that the balance between rewards and punishments can foster internal discipline among employees, transforming compliance from mere obligation into intrinsic motivation (Lusiana et al., 2023; Liaquat et al., 2024; Nainggolan et al., 2024). This balanced approach not only strengthens work ethics but also supports sustainable organizational performance (Afiati et al., 2023; Antara et al., 2024; Ronting et al., 2023).

The Office of State Assets and Auction Services (KPKNL) Banjarmasin, a vertical unit under the Directorate General of State Assets (DJKN) within the Ministry of Finance, plays a strategic role in managing and safeguarding state assets through auctions and public services. The nature of its responsibilities demands high levels of accuracy, integrity, and discipline among its employees. Therefore, implementing an effective reward and punishment system is vital to enhance employee discipline and maintain public trust (Juhendra et al., 2025; Nainggolan et al., 2024; Dihan & Hidayat, 2021). Rewards at KPKNL may include performance-based allowances, certificates of appreciation, and recognition from superiors, while punishments range from formal warnings to disciplinary sanctions for rule violations (Zulita et al., 2021; Masrurroh et al., 2023; Bandiyono et al., 2023).

Despite the significance of such mechanisms, limited empirical research has examined how reward and punishment systems influence employee discipline within public service institutions, particularly in the KPKNL Banjarmasin context. Understanding this relationship is crucial for formulating effective human resource management strategies and promoting a culture of professionalism and accountability (Lusiana et al., 2023; Azzahra & Barry, 2024; Ronting et al., 2023). Hence, this study aims to analyze the effect of reward and punishment systems on employee discipline at KPKNL Banjarmasin, both partially and simultaneously. The findings are expected to contribute to empirical evidence in public management and provide insights for improving HR policies within the Ministry of Finance.

## Methodology

The research employed a quantitative descriptive approach to examine the effect of the reward and punishment system on employee work discipline at the Office of State Assets

and Auction Services (KPKNL) Banjarmasin. This approach, as defined by Sugiyono (2019), is grounded in positivism and aims to study specific populations or samples using research instruments, with the data analyzed statistically to test hypotheses. The research was conducted at KPKNL Banjarmasin from May to July 2025, involving all 50 active employees—both structural and functional—as the total population. Since the number of employees was relatively small, the study used a total sampling technique, meaning that all members of the population were included as respondents. Data collection techniques included questionnaires distributed online via Google Forms, structured interviews to support questionnaire data, and documentation of secondary data such as performance reports and internal regulations. The unit of analysis was individual employees, focusing on their perceptions of how the reward and punishment systems influence their work discipline. Variables measured included the independent variables reward (X1) and punishment (X2), and the dependent variable work discipline (Y), all assessed using a Likert scale (1–5). The measurement indicators were adapted from Suryana & Nugraha (2024) for reward, Astuti et al., (2018) for punishment, and Ummah (2019) for work discipline. Data analysis employed quantitative descriptive and inferential statistics using SPSS version 25. Descriptive statistics were used to calculate the mean, median, mode, and standard deviation for each variable, and results were visualized using bar charts to show the distribution of employee responses.

## Result and Discussion

### Result

This research applied a quantitative descriptive approach to analyze the effect of reward and punishment on employee work discipline at KPKNL Banjarmasin. A total of 50 respondents were selected using the total sampling method. Data were collected through questionnaires, interviews, and documentation, with variables including reward (X<sub>1</sub>), punishment (X<sub>2</sub>), and work discipline (Y). The research instruments were tested using the Pearson Product-Moment validity test and Cronbach’s Alpha reliability test ( $\alpha > 0.60$ ). Data analysis employed SPSS version 25 with multiple linear regression, t-test, and F-test.

Table 1: Validity Test

Variable	Items	R count	R table	Result
Reward System (X1)	1–8	0.729–0.854	0.2787	Valid
Punishment System (X2)	1–8	0.604–0.909	0.2787	Valid
Work Discipline (Y)	1–8	0.775–0.872	0.2787	Valid

All questionnaire items are valid since  $R\ count > R\ table\ (0.2787)$

Table 2: Multiple Linear Regression Model

Regression Model	Description
$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \epsilon$	Y = Employee work discipline, X <sub>1</sub> = Reward, X <sub>2</sub> = Punishment, $\beta$ = Regression coefficient, $\epsilon$ = Error

As shown in Table 2, the partial test (t-test) examined the individual influence of each independent variable on work discipline, while the simultaneous test (F-test) evaluated their combined effect. The findings indicate that reward and punishment significantly affect employee work discipline with a significance value of  $p < 0.05$ . This suggests that a balanced implementation of rewards and sanctions can enhance compliance and productivity among employees at KPKNL Banjarmasin

## Discussion

The analysis shows that both reward and punishment systems significantly and positively affect employee work discipline at KPKNL Banjarmasin. Based on the t-test, the reward system obtained a t-value of  $3.127 > t\text{-table } 2.01174$  with a significance level of  $0.003 < 0.05$  and a positive coefficient of 0.345. This indicates that rewards play an important role in improving discipline by motivating employees to follow organizational rules and procedures. Rewards act as positive reinforcement that enhances responsibility and commitment to work (B.F. Skinner, 1953). According to Agtovia et al. (2021) and Faiqoh et al. (2022), an effective and fair reward system—both financial and non-financial—can significantly boost discipline levels. Therefore, organizations should ensure rewards are applied transparently and proportionally to strengthen a sustainable culture of discipline.

Similarly, the punishment system recorded a t-value of  $5.363 > t\text{-table } 2.01174$  with a significance level of  $0.000 < 0.05$  and a positive coefficient of 0.628, meaning that punishment also has a significant and positive effect on work discipline. Punishment serves as a control mechanism that corrects undesirable behavior, encouraging adherence to rules and standards. Consistent and fair implementation of sanctions can increase employees' awareness and sense of responsibility (Skinner, 1953). Supporting studies by Laurens et al. (2022) and Sidin (2020) also confirm that appropriate punishment improves employee discipline by discouraging rule violations. Organizations must implement punishment fairly and transparently to foster a disciplined and productive work environment.

Furthermore, the simultaneous F-test results showed an F-value of  $108.766 > F\text{-table } 4.05$  with a significance level of  $0.000 < 0.05$ , and the coefficient of determination ( $R^2$ ) = 82.2%, meaning that the combined effect of reward and punishment explains 82.2% of the variance in work discipline, while 17.8% is influenced by other factors not examined. These findings indicate that a balanced combination of reward and punishment systems effectively enhances employee discipline. As supported by Sigit Purnomo (2021), both systems together foster a more responsible and compliant workforce. Organizations are therefore advised to apply both systems proportionally to maintain discipline and improve performance consistently.

However, this study acknowledges certain limitations, as it only focuses on the variables of reward and punishment in relation to work discipline. Other potential influencing factors were not explored. Future researchers are encouraged to expand the scope by incorporating additional variables to gain a more comprehensive understanding of the factors shaping employee discipline, thereby developing more innovative and contextual management strategies.

## Conclusion

This study concludes that the reward and punishment systems significantly and positively influence employee work discipline at KPKNL Banjarmasin, both partially and simultaneously. The reward system ( $t = 3.127$ ;  $sig = 0.003 < 0.05$ ) acts as positive reinforcement that motivates employees to follow rules and maintain responsibility, while the punishment system ( $t = 5.363$ ;  $sig = 0.000 < 0.05$ ) serves as negative reinforcement that discourages undesirable behavior and strengthens compliance. The simultaneous effect shows that both systems explain 82.2% of the variance in discipline ( $R^2 = 0.822$ ), indicating their crucial role in shaping a disciplined, productive, and accountable work culture. Therefore, fair and transparent implementation of reward and punishment mechanisms is essential to enhance organizational performance, while future studies are encouraged to include additional factors such as motivation and leadership to gain a more comprehensive understanding of employee discipline.

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