The Effect of Reward and Punishment on The Performance of Administrative Employees at Dr. M.M Dunda Limboto Hospital

Yolanda Ngabito¹, Parhamida Suma², Serly Daud³
¹,² Universitas Bina Mandiri Gorontalo
² RSUD Toto Kabila
³ yolangabito92@gmail.com

ABSTRACT

This study aims to determine the effect of Reward and Punishment on the performance of administrative employees persially and simultaneously. The population in this study was employees in the General Administration and Administration rooms and Administration employees at each polyclinic at Dr. M.M. Dunda Limboto Hospital. The method in this study uses a quantitative approach. Data collection techniques using questionnaires (questionnaires). Then, the sampling used is probability sampling with simple random sampling techniques. With the type of data used is descriptive, then the data collected is processed by multiple linear regression analysis using Spss version 29. The results of this study show that Reward has a positive and significant effect on the performance of administrative employees, this is seen from t count (3.258) greater than t table (2.037) with a significant level (0.03 < 0.05), Punishment has a positive and significant effect on the performance of administrative employees seen from the value of t count (3.530) with a significant level (0.01 < 0.05), and there is a simultaneous influence between Reward and Punishment on the performance of administrative employees, this is seen from the F count (15.258) greater than the F table (3.28) with a significant level (0.01 < 0.05) and the R Square value obtained by 0.488 the figure shows that by 48.8% the effect of performance on Reward and Punishment while the rest is influenced by factors not explained in this study.

Keywords: Reward, Punishment, Performance, Employee, Administration

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1. INTRODUCTION

In this modern era of globalization, organizations continue to grow. An organization in realizing its goals requires good management, especially for human resources. In this case, company management must encourage its employees to maximize performance to achieve company goals [1].

This research will be conducted at Dr. M.M. Dunda Limboto Hospital, which is one of the government hospitals located in Gorontalo Regency, Gorontalo Province. Dr. M.M. Dunda Limboto Hospital has a vision to become the best hospital in Gorontalo province with an existing mission to improve the professionalism of human resources (HR).
and improve employee welfare. As we all know that the performance of Dr. M.M. Dunda Limboto Hospital is always directly dealing with patients or customers, this is where qualified and professional human resources are needed in the field of administration. Dr. M.M. Dunda Limboto Hospital has 21 administrative employees at each polyclinic and 14 employees in general administration and administration, so the total number of administrative employees is 35 people.

One of the hospitals in Indonesia that applies Reward and Punishment, Darmayu Ponorogo General Hospital, is one of six hospitals in Ponorogo Regency. The Decree of the Director of RSU Darmayu Ponorogo applies Punishment and Reward. Reward distribution is adjusted to education, position, level of activity, length of service and number of jobs. The implementation of Rewards is carried out in the selection of employees every 3 (three) months. The form of reward received is in the form of bonus money and benefits. The implementation of punishment at Darmayu Hospital, Ponorogo Regency is applied by giving a warning letter. Warning letters are given 3 (three) times to notify and rank employees for violations of related regulations that endanger the agency. During the provision of the letter, it is hoped that the violator can improve himself and not repeat the same mistakes, if the violator still cannot improve himself during that time, the Darmayu Ponorogo General Hospital will still issue a termination letter for the violator's employee [2].

Based on the results of initial observations made by researchers, that Reward and Punishment at Dunda Limboto Hospital has been running for the past few years. However, in 2020 no employees received Rewards and Punishments due to the COVID 19 pandemic that hit the State of Indonesia, including Gorontalo Province, especially at Dr. M.M. Dunda Limboto Hospital.

The Reward at Dr. M.M. Dunda Limboto Hospital is carried out every year and is given to employees for behaving well, doing an excellence or achievement, and giving a contribution or successfully carrying out the tasks that have been given according to the set target.

The provision of punishment at Dr. M.M. Dunda Limboto Hospital refers to the Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Civil Servant Discipline and Government Regulation Number 30 of 2019 concerning Performance Assessment of Civil Servants. However, at Dr. M.M. Dunda Limboto Hospital, Punishment only applies Punishment with a mild level of disciplinary punishment based on the flow of giving Punishment in the form of verbal reprimands, written reprimands, or written statements of dissatisfaction given by superiors or room heads to employees who have violated the rules.

In giving punishment at Dr. M.M. Dunda Limboto Hospital, namely for employees who commit violations even though they have been given a reprimand but still violate them, the supervisor will make a report in the form of BAP to the head of the young expert personnel section at Dr. M.M. Dunda Limboto Hospital. Then the employee makes a summons to the violator, the summons is given 3 (three) times as a form of notification and warning. If the employee repeats the same mistake and does not improve himself, the personnel department provides a report to the BKD (regional civil service agency) in charge of handling cases of moderate punishment and severe punishment. However, if in the process of giving punishment given to employees who violate and the employee is aware, willing and able to improve his attitude and behavior. Then the superior will not follow up on the process of giving punishment.

Based on the description above, it is related to the application of Reward and Punishment at Dr. M.M. Dunda Limboto Hospital, researchers found problems that there are still some employees who are not disciplined at work or late at work, and for SOPs (standard operating procedures) related to Punishment in writing, there is no one at Dr.
M.M. Dunda Limboto Hospital, only focus on rewards so that the background is balanced Reward and Punishment did not go well, therefore, researchers wanted to know the effects of the implementation of Reward and Punishment on employee performance at Dr. M.M. Dunda Limboto Hospital, so the author was interested in conducting a study entitled "The Effect of Reward and Punishment on the Performance of Administrative Employees at Dr. M.M. Dunda Limboto Hospital".

Problem Limitation
In this study, researchers limited the study to the Effect of Reward and Punishment on the Performance of Administrative Employees at Dr. M.M. Dunda Limboto Hospital.

Problem Statement
Based on the background description above, the problem in this study can be formulated is "How the Effect of Reward and Punishment on the Performance of Administrative Employees at Dr. M.M. Dunda Limboto Hospital".

Research Objectives
The purpose of the study is to know and analyze the Effect of Reward and Punishment on the Performance of Administrative Employees at Dr. M.M. Dunda Limboto Hospital.

2. LITERATURE REVIEW
2.1 Definition of Hospital Administration
The beginning of the term administration comes from the Latin "ad" and "ministrate" which is the provision of assistance or services. While in Dutch (Administrative), administration means a correspondence activity, filing letters, records, light bookkeeping that is administrative technical so that later it can make it easier to obtain information when needed [5].

In the health sector, administration has the definition of a series of activities consisting of planning, organizing, directing, controlling, coordinating, and evaluating, so that demands and needs related to health can be met through the provision and implementation of various health efforts that addressed to individuals, groups, or communities [5].

2.2 Human Resource Management
Human resource management is part of management science which is more specifically its application to human resources. Human resource management is not as easy as other resource management, because what is regulated is humans who have different senses, feelings and goals, then the success or failure of human resource management will have a very broad impact [9].

Human Resource Management is one of the areas of management that focuses its attention on problems related to personnel in an organization or company. Therefore, often the understanding of Human Resource Management is equated with the understanding of Personnel Management, because the scope studied tends to talk about human resources in company organizations [6].

Human resource management is a plan, an activity that aims to acquire, develop, maintain, and use human resources to help the company to achieve its goals. In achieving company goals requires quality human resources (employees), one way to improve the quality of each employee is to provide rewards and punishments [6].

2.2.1 Understanding Rewards
Reward is a form of appreciation for efforts to get a professional workforce in accordance with the demands of the position, a balanced coaching is needed, namely an effort to plan, organize, use, and maintain labor in order to be able to carry out tasks effectively and efficiently [3].

Reward is an award given to those who can work beyond predetermined
standards. The indicators in this study are as follows [4]:

a. Salary and Bonus  
b. Welfare  
c. Career Development  
d. Psychological and Social Awards

2.2.2 Definition of Punishment  
The word *Punishment* comes from English which means punishment, sanction or torture. Punishment is a form of negative reinforcem*ent* that becomes a motivational tool if given appropriately and wisely in accordance with the principles of punishment or *Punishment* [10].

*Punishment* is defined as the act of presenting unpleasant or undesirable consequences as a result of performing a particular behavior [10].

There are several indicators of punishment. The indicators are [4]:

a. Light punishment, with the type of:
   1) Verbal reprimand to the employee concerned  
   2) Written reprimand  
   3) Written statement of dissatisfaction

b. Moderate punishment, with the type of:
   1) Postponement of salary increase  
   2) Salary deduction  
   3) Postponement of promotion

c. Severe punishment, with the type of:
   1) Exemption from office  
   2) Dismissal/Termination of employment.

2.2.3 Definition of Performance  
Performance is work performance which is the result of the implementation of work plans made by an institution implemented by leaders and employees (HR) working in the institution, both government and companies (business) to achieve goals [3].

Performance indicators of employees in this study are as follows [1]:

a. Quality of Work.  
b. Quantity  
c. Punctuality  
d. Effectiveness  
e. Independence

3 METHODS  
3.1 Approach and Types of Research  
The approach used is a quantitative approach. Quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations and samples, statistical data analysis, with the aim of describing and testing hypotheses that have been established [12].

The type of research used in this study is descriptive research to find out the value of each variable, either one variable or more [8].

3.2 Data Types and Sources  
1) Data Type  
   Data types and sources can be divided into 2, including:

   a. Primary Data  
      Data obtained from the results of observational research of initial data to administrative employees of Dr. M.M. Dunda Limboto Hospital.

   b. Secondary Data  
      Data obtained from other people’s research journals, books, and articles related to the research topic.

2) Source Data  
   The results of observations made during the study, as well as questionnaires distributed to respondents, were processed in the form of data through statistical tools given to administrative employees at Dr. M.M. Dunda Limboto Hospital.
3.3 Data Collection Techniques

The data collection techniques used in this study are:

1) Field Research
   a. Observation
   Researchers make direct observations to the object of research to see closely the activities carried out.
   b. Questionnaire
   Data collection techniques through a list of questions or statements (questionnaires) on a Likert scale that are submitted to parties directly related to the problem to be studied.

2) Documentation Studies
   How to get data by taking data in agency records as well as literature studies and sources from the internet related to the problem under study.

4. RESULTS AND DISCUSSION

Based on the results of research conducted by researchers related to the effect of Reward and Punishment on the performance of administrative employees at Dr. M.M. Dunda Limboto Hospital using quantitative research methods.

The results in the research in this chapter are primary data. The primary data in this study was obtained by distributing questionnaires at Dr. M.M. Dunda Limboto Hospital to employees of the general administration and administration as well as administrative employees in each polyclinic room. The questionnaire distributed to administrative employees has 2 independent variables, namely Reward and Punishment, then 1 dependent variable or dependent variable, namely the performance of administrative employees. The number of samples in this study was 35 respondents. The results of research obtained from the field are presented as follows:

   Data Quality Test
   1. Test Validity

The validity test is used to measure the validity or validity of the questionnaire. In determining whether or not an item is used, a correlation coefficient test is usually carried out. If the correlation of these factors is positive and the magnitude is 0.30 and above, the instrument used can be said to be valid [7].

For this reason, the questionnaire can be said if the indicators in the study have a number above 0.30. Thus, the results of validity tests on reward, punishment, and performance can be presented using Spss version 29 which is contained in the table as follows:

Table 1. Reward Validity Test Results (X1)

<table>
<thead>
<tr>
<th>Variable</th>
<th>R Value Calculate</th>
<th>Table R Value</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1.1</td>
<td>0.572</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.2</td>
<td>0.777</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.3</td>
<td>0.439</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.4</td>
<td>0.836</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.5</td>
<td>0.397</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.6</td>
<td>0.633</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.7</td>
<td>0.846</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.8</td>
<td>0.562</td>
<td>0.334</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: Primary Data (Processed 2023)

Based on table 1 of the validity test results for rewards with 8 statement items submitted, it can be seen that of the eight statement items are valid or valid and suitable for use because the total correlation or Rtable value above is 0.334.

Table 2. Validity Test Results of Punishment (X2)

<table>
<thead>
<tr>
<th>Variable</th>
<th>R Value Calculate</th>
<th>Table R Value</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1.1</td>
<td>0.560</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.2</td>
<td>0.567</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.3</td>
<td>0.574</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.4</td>
<td>0.537</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.5</td>
<td>0.536</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.6</td>
<td>0.592</td>
<td>0.334</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: Primary Data (Processed 2023)
Based on table 2 of the validity test results for punishment with 6 statement items submitted, it can be seen that the six statement items are valid or valid and suitable for use because the total correlation or Rtable above is from 0.334.

Table 3. Validity Test Results on Performance (Y)

<table>
<thead>
<tr>
<th>Variable</th>
<th>R Value Calculate</th>
<th>Table R Value</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y.1</td>
<td>0.769</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>Y.2</td>
<td>0.635</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>Y.3</td>
<td>0.683</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>Y.4</td>
<td>0.575</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>Y.5</td>
<td>0.348</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>Y.6</td>
<td>0.428</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>Y.7</td>
<td>0.594</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>Y.8</td>
<td>0.511</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>Y.9</td>
<td>0.523</td>
<td>0.334</td>
<td>Valid</td>
</tr>
<tr>
<td>Y.10</td>
<td>0.674</td>
<td>0.334</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: Data Primer (Processed 2023)

2. Reliability Test

Reliability tests are used to see the extent to which a measuring instrument is trustworthy or reliable. Reliability is measured by Cronbach’s alpha. The research instrument is said to be reliable if it has a Cronbach’s alpha value > 0.60 if it has a Cronbach’s alpha value < 0.60 then the reliability of a variable is said to be unreliable [6].

The results of reliability testing can be seen in the following table:

Table 4. Reliability Test Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>Standardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward (X1)</td>
<td>0.874</td>
<td>0.60</td>
<td>Reliable</td>
</tr>
<tr>
<td>Punishment (X2)</td>
<td>0.802</td>
<td>0.60</td>
<td>Reliable</td>
</tr>
<tr>
<td>Performance (Y)</td>
<td>0.862</td>
<td>0.60</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Primary Data (Processed 2023)

The results of the reliability test show that the Reward variable has a Cronbach’s alpha value of 0.874, Punishment has a Cronbach’s alpha value of 0.802, and performance has a value of 0.862 so that it can be concluded that the questionnaire statement items are Reward, Punishment, and Performance. Declared reliable which means the questionnaire is suitable to be used as a measuring tool.

3. Multiple Linear Regression Analysis

The data from this study was processed with the help of the spss program version 29 to test the research hypothesis that states Reward and Punishment affect the performance of administrative employees at Dr. M.M. Dunda Limboto Hospital.

Table 5. Results of Berg and a Linear Regression Analysis

<table>
<thead>
<tr>
<th>Type</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t count</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>25.491</td>
<td>2.42</td>
<td>10.504</td>
<td>0.001</td>
</tr>
<tr>
<td>Reward</td>
<td>.20</td>
<td>.062</td>
<td>.425</td>
<td>.325</td>
</tr>
<tr>
<td>Punishment</td>
<td>.31</td>
<td>.090</td>
<td>.460</td>
<td>.35</td>
</tr>
</tbody>
</table>

Dependent Variable: Performance

Source: Primary Data (processed 2023)

Based on table 5 it can be seen that the regression equation formed is:

\[ Y = 25.491 + 0.202X1 + 0.319X2 \]

a. A constant value of 25.491 means that if the variables Reward and Punishment are equal to zero, then the sales performance is 25.491.

b. The value of the coefficient b1 = 0.202 indicates that the Reward
has an influence on performance, the effect of the Reward is 20%

c. The value of the coefficient b2 = 0.319 shows that Punishment has an influence on performance, the influence of Punishment is 31%.

Hypothesis Testing
1. Partial Test (t test)

Based on multiple linear regression in the table, the t test is performed by comparing the calculated t value with the table t value. From the comparison, if the sig value < 0.05 or t calculate > t table, it can be concluded that the independent variables (X1 and X2) have a significant influence on the dependent variable (Y). Conversely, if the sig value > 0.05 or t calculate > t table, it can be concluded that the independent variables (X1 and X2) do not have a significant influence on the dependent variable (Y).

\[
t_{\text{table}} = t \left( \frac{\alpha}{2}; n-k-1 \right) \\
= t \left( \frac{0.05}{2}; 35-2-1 \right) \\
= t (0.025; 32) \\
= 2.037
\]

<table>
<thead>
<tr>
<th>Dependent Variables</th>
<th>t count</th>
<th>Sig</th>
<th>t table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward (X1)</td>
<td>3.258</td>
<td>0.03</td>
<td>2.037</td>
</tr>
<tr>
<td>Punishment (X2)</td>
<td>3.530</td>
<td>0.01</td>
<td></td>
</tr>
</tbody>
</table>

Source: Data Primer (Processed 2023)

Based on table 6, it can be explained that testing with persial tests (t tests) from each variable is:

a. The calculated t value for the Reward variable (X1) is 3.258 and the table t value is 2.037, then t is calculated 3.258 > t table is 2.037 and also the significant value is 0.03 < 0.05. This means that, Reward has a positive and significant effect on the performance of administrative employees at Dr. M.M. Dunda Limboto Hospital.

b. The calculated t value for the Punishment X2 variable is 3.530 and the table t value is 2.037, then t is calculated 3.530 > t table is 2.037 and also a significant value of 0.01 < 0.05. This shows that Punishment has a positive and significant effect on performance.

2. Simultaneous Test (F Test)

Based on multiple linear regression in the table, the F test is performed by comparing the calculated F value with the F value of the table. From the comparison, if the sig value < 0.05 or F calculate > F table then there is a simultaneous influence of the independent variable (X) on the dependent variable (Y). Conversely, if the sig value > 0.05 or F calculate > F table, it can be concluded that the independent variable (X) then there is no simultaneous influence on the dependent variable (Y).

\[
F_{\text{table}} = F \left( k; n-k \right) \\
= F (2; 35-2) \\
= F (2;33) \\
= 3.28
\]

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>D f</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
<th>F table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regressiorn</td>
<td>63.9</td>
<td>30</td>
<td>31.965</td>
<td>15.258</td>
<td>&lt;0.01b</td>
<td>3.28</td>
</tr>
<tr>
<td>Residual</td>
<td>67.0</td>
<td>41</td>
<td>2.095</td>
<td>3</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>130.971</td>
<td>3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

Source: Data Primer (Processed 2023)

Based on table 7, it can be explained that testing with the simultaneous test (F test)
that the calculated F value is 15,258, which is greater than F table value = 3.28 and a significant F value of 0.01 <0.05). This shows that the independent variables, namely Reward (X1) and Punishment (X2) simultaneously or jointly affect the dependent variable or performance variable (Y).

### Classical Assumption Test

#### 1. Normality Test

Graph 1. Normality Test

Source: Primary Data (Processed 2023)

The Normal Probability Plot graph above, looks like the data or points spread around the diagonal and follow the direction of the line or histogram graph. Depicts that the data is normally distributed.

#### 2. Multicollinearity Test

Table 8. Multicollinearity Test

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Toler ance</td>
</tr>
<tr>
<td>(Constant)</td>
<td>25.949</td>
<td>2.427</td>
<td>10.50</td>
<td>&lt;.001</td>
<td>1</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Reward</td>
<td>.202</td>
<td>.062</td>
<td>.425</td>
<td>3.25</td>
<td>.003</td>
</tr>
<tr>
<td>Punishment</td>
<td>.319</td>
<td>.009</td>
<td>.460</td>
<td>3.50</td>
<td>.001</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance

From the calculation results in table 8, the independent variables show that the VIF value = 1.063 (X1) and 1.063 (X2) where the value is smaller than 10.00 and for a Tolerance value of 0.001, it can be concluded that there is no multicollinearity.

#### 3. Heteroscedasticity Test

Graph 2 Heteroscedasticity Test

The Scatterplot graph displayed is a heteroscedasticity test that shows points that spread randomly and no certain pattern is formed and in the distribution of these points spread below and above the number 0 on the Y axis. This identifies that there is no heteroscedasticity in the regression model so that the regression model is suitable for predicting the performance variable (Y).

#### 4. Autocorrelation Test

Table 9. Autocorrelation Test

a. Predictors: (Constant), Punishment, Reward

Source: Data Primer (Processed 2023)

Based on the results of the autocorrelation test table, it is known that the DW value = 2.183, then compared with the value of the significant table 0.05 or 5% with 35 respondents, with the number of independent variables 2 (K = 2) the results of dU from the t table = 1.584, the DW value is greater than dU and less than (4-dU) = 4-1.584 = 1580, so it can be concluded that there is no autocorrelation.
Discussion

Based on the statistical test results, it can be clearly seen that all independent variables or independent variables (X1 and X2) have an effect on the dependent variable or dependent variable (Y). The influence given by the two independent variables is positive, meaning that the better the Reward and Punishment, the better the resulting employee performance. These results are in accordance with the hypothesis proposed. The explanation of each variable effect is explained as follows:

1. The Effect of Reward (X1) on Performance

The results of partial hypothesis testing prove that there is an influence between Reward on performance. Through the results of the calculations that have been carried out, the t value of 3.258 is obtained with a significant result of 0.03 <0.05. Thus, this test statistically proves that Reward has an effect on performance. This means that, there is a positive and significant influence between the Reward variable on the performance of administrative employees at Dr. M.M. Hospital. Dunda Limboto Hospital.

2. Effect of Punishment on Performance (Y)

The results of partial hypothesis testing prove that there is an influence between Punishment on performance. Through the results of the calculations that have been carried out, the calculated t value is 3.530 with a significant 0.03 smaller than 0.05. Thus, this test statistically proves that Punishment positively and significantly affects performance. This means that there is an influence between the Punishment variable on the performance of administrative employees at Dr. M.M. Hospital. Dunda Limboto Hospital.

3. Effect of Reward (X1) and Punishment (X2) on Performance (Y)

The results of hypothesis testing simultaneously prove that there is an effect of Reward and Punishment variables on performance. Through the results of the calculations that have been carried out, the calculated F value is 15,258 with a significant level of results of 0.01 <0.05, thus this test statistically proves that Reward and Punishment have an effect on performance. This means that there is a simultaneous influence between the Reward and Punishment variables on the performance variables of administrative employees at Dr. M.M. Hospital. Dunda Limboto Hospital.

5. CONCLUSION

Based on the results of the research and discussion that has been stated previously, it can be concluded from this study regarding the effect of Reward and Punishment on the performance of administrative employees at Dr. M.M. Hospital. Dunda Limboto. The conclusions can be drawn as follows:

1. The results of hypothesis testing show that there is an influence between Reward on the performance of administrative staff. Through the results of the calculations that have been carried out, the calculated t value is 3.258 with a significance of 0.02 less than 0.05. Based on these results it can be concluded that Reward has a positive and significant effect on the performance of administrative staff at Dr. M.M. Hospital. Dunda Limboto Hospital.

2. The results of hypothesis testing show that there is an influence between Punishment on the performance of administrative staff. Through the results of the calculations that have been carried out, the calculated t value is 3.530 with a significance of 0.02 less than 0.05. Based on these results it can be concluded that Punishment has a positive and significant effect on the performance of administrative staff at Dr. M.M. Hospital. Dunda Limboto Hospital.
3. The results of simultaneous hypothesis testing show that there is an influence between Reward and Punishment on the performance of administrative staff. Through the results of the calculations that have been carried out, the F value is 15,258 and the significant value of 0.01 is smaller than 0.05. Based on these results it can be concluded that Reward and Punishment simultaneously have a significant positive effect on the performance of administrative staff at Dr. M.M. Dunda Limboto Hospital. Dunda Limboto.

REFERENCES


