

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

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## ABSTRACT

The purpose of this research is to investigate the impact that providing administrative workers with both rewards and punishments has on their performance, both individually and concurrently. The individuals who participated in this study were those who worked in the General Administration and Administration rooms, as well as those who worked in Administration at each polyclinic located inside Dr. M.M. Dunda Limboto Hospital. This research makes use of a quantitative methodology in its methodology. Techniques for collecting data through the use of questionnaires. Then, the method of sampling that is utilized is a combination of basic random sampling techniques and probability sampling. The descriptive data that was obtained is then subjected to multiple linear regression analysis with SPSS version 29. This is done after the data that was acquired has been collected. The findings of this study indicate that Reward has a positive and significant impact on the performance of administrative employees. This is evident from the fact that the t count (3.258) is higher than the t table (2.037) with a significant level of 0.03 (less than 0.05). Punishment also has a positive and significant impact on the performance of administrative employees, as evidenced by the value of the t count (3.530) with a significant level of 0.01 (less than 0.05). Furthermore, there is a simultaneous influence between Reward and Punishment on the performance of administrative employees. This is demonstrated by the fact that the F count (15.258) is higher than the F table (3.28) with a significant level of 0.01 (less than 0.05) and the R Square value obtained by 0.488. According to the chart, the effect of performance on reward and punishment accounts for 48.8 percent of the total, while the other elements are influenced by factors that are not described in this study.

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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. The management of the firm is obligated to motivate its personnel to attain their full potential in order to accomplish the company's objectives [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 RSUD 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].

According to the findings of the preliminary observations that were conducted by the 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**

In light of the information presented above, the problem that is being investigated in this study may be stated as follows "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 "*ministrare*" 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**

An effort to plan, organize, use, and maintain labor in order to be able to carry out duties in an effective and efficient manner is required in order to get a reward, which is a form of recognition for the efforts that are

made to obtain a professional workforce that is in compliance with the requirements of the job [3].

Individuals who are able to perform above and above the criteria that have been established are rewarded. 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. In line with the concepts of punishment or Punishment, a kind of negative reinforcement known as punishment may be used as a tool for motivation if it is administered in a manner that is both appropriate and considerate [10].

The act of imposing unfavorable or unfavorable effects as a consequence of engaging in a certain activity is what is meant by the term "punishment" [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 the outcome of the implementation of work plans set by an institution, which are implemented by leaders and workers (HR) working in the institution, both government and firms (business) to achieve goals. Performance is the consequence of work performance [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 methodology that was utilized is a quantitative methodology. In the context of research, quantitative techniques may be understood as research methods that are founded on the philosophy of positivism. These methods are employed to investigate specific populations and samples, as well as statistical data analysis, with the intention of characterizing and testing hypotheses that have been formed [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

Measurement of the validity or validity of the questionnaire is accomplished through the use of the validity test. An examination of the correlation coefficient is often carried out in order to ascertain whether or not a certain item is utilized. If there is a positive correlation between these elements and the magnitude is more than or equal to 0.30, then the instrument that was utilized may be considered to be legitimate [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)

Variab le	R Value Calcul ate	Table R Value	Informati on
X1.1	0.572	0.334	Valid
X1.2	0.777	0.334	Valid
X1.3	0.439	0.334	Valid
X1.4	0.836	0.334	Valid
X1.5	0.397	0.334	Valid
X1.6	0.633	0.334	Valid
X1.7	0.846	0.334	Valid
X1.8	0.562	0.334	Valid

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)

Varia ble	R Value Calculate	Table R Value	Informati on
X1.1	0.560	0.334	Valid
X1.2	0.567	0.334	Valid

X1.3	0.574	0.334	Valid
X1.4	0.537	0.334	Valid
X1.5	0.536	0.334	Valid
X1.6	0.592	0.334	Valid

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)

Variable	R Value Calculate	Table R Value	Information
Y.1	0.769	0.334	Valid
Y.2	0.635	0.334	Valid
Y.3	0.683	0.334	Valid
Y.4	0.575	0.334	Valid
Y.5	0.348	0.334	Valid
Y.6	0.428	0.334	Valid
Y.7	0.594	0.334	Valid
Y.8	0.511	0.334	Valid
Y.9	0,523	0,334	Valid
Y.10	0,674	0,334	Valid

Source: Data Primer (Processed 2023)

### 2. Reliability Test

In order to determine the degree to which a measuring device may be trusted or relied upon, reliability tests are often carried out. The Cronbach's alpha statistic is used to evaluate reliability. If the research instrument has a Cronbach's alpha value that is more than 0.60, then it is considered to be dependable. When the value of Cronbach's alpha is less than 0.60, it is observed that the dependability of a variable is considered to be untrustworthy [6].

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

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Information
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Reward (X1)	0.874	0.60	Reliable
Punishment (X2)	0.802	0.60	Reliable
Performance (Y)	0.862	0.60	Reliable

Source: Primary Data (Processed 2023)

The results of the reliability test indicate that the Reward variable has a Cronbach's alpha value of 0.874, the Punishment variable has a value of 0.802, and the performance variable has a value of 0.862. As a consequence, it is possible to draw the conclusion that the items that are included in the questionnaire statement are Reward, Punishment, and Performance. It has been determined to be trustworthy, which indicates that the questionnaire is acceptable for use as a measuring instrument.

### 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 Bergand a Linear Regression Analysis

Type		Unstandardized Coefficients		Standardized Coefficients	t count	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.491	2.427		10.504	.001
	Reward	.202	.062	.425	3.258	.003
	Punishment	.319	.090	.460	3.530	.001

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  $b_1 = 0.202$  indicates that the *Reward* has an influence on performance, the effect of the *Reward* is 20% .
- c. The value of the coefficient  $b_2 = 0.319$  shows that *Punishment* has an influence on performance, the influence of *Punishment* is 31%.

**Hypothesis Testing**

**1. Partial Test (t test)**

In order to carry out the t test, which is based on the multiple linear regression presented in the table, the estimated t value is compared with the t value presented in the table. In the event when the sig value is less than 0.05 or the t calculate is more than the t table, it is possible to draw the conclusion that the independent variables (X1 and X2) have a substantial impact on the dependent variable (Y) based on the comparison. On the other hand, if the sig value is greater than 0.05 or if the t calculate is greater than the t table, then it is possible to draw the conclusion that the independent variables (X1 and X2) do not have a significant impact on the variable that is being studied (Y).

$$\begin{aligned} t \text{ table} &= t (\alpha / 2; n - k - 1) \\ &= t (0.05 / 2; 35 - 2 - 1) \\ &= t (0.025; 32) \\ &= 2,037 \end{aligned}$$

Table 6. Test Results t

Dependent Variables	t count	Sig	t table
Reward (X1)	3.258	0,03	2.037
Punishment (X2)	3.530	0,01	

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)**

A comparison is made between the F value that was computed and the F value that is found in the table in order to carry out the F test. This test is based on multiple linear regression in the table. As a result of the comparison, if the significance value is less than 0.05 or if the F calculate is more than the F table, then it may be concluded that the independent variable (X) exerts a simultaneous impact on the dependent variable (Y). In contrast, if the sig value is greater than 0.05 or if the F calculate is greater than the F table, it is possible to draw the conclusion that the independent variable (X) does not have any simultaneous impact on the variable that is being studied (Y).

$$\begin{aligned} F \text{ table} &= F (k; n - k) \\ &= F (2; 35 - 2) \\ &= F (2 : 33) \\ &= 3,28 \end{aligned}$$

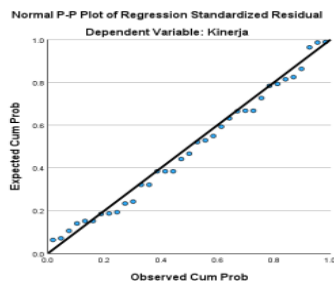
Tabel 7. Uji F

Model	Sum of Squares	Df	Mean Square	F	Sig.	F Table
1. Regression	63.930	2	31.965	15.258	<.001 <sup>a</sup>	
2. Residual	167.041	12	13.920			3.28
Total	230.971	14				
Adjusted R Square				1.44742		2.183

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 > F table 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)

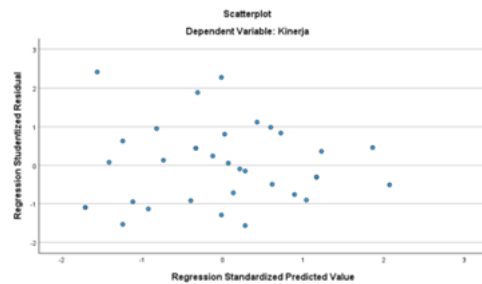
The Normal Probability Plot graph above, looks like the data or points spread around the diagonal and follow the direction of the line or histogram graph. Depicts that the data is normally distributed.

**2. Multicollinearity Test**

Table 8. Multicollinearity Test  
 Source: Data Primer (Processed 2023)

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

An example of a heteroscedasticity test is shown here in the form of a scatterplot graph. The dots are shown in a manner that indicates a random distribution, and there is no specific pattern that is generated. The dispersion of these dots also spread below and above the number 0 on the Y axis, which is another interesting observation. In light of the fact that this reveals that the regression model does not contain any heteroscedasticity, one might draw the conclusion that the regression model is suitable for generating predictions concerning the performance variable (Y).

**4. Autocorrelation Test**

Table 9. Autocorrelation Test

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	25.491	2.427		10.504	<.001		
	Reward	.202	.062	.425	3.258	.003	.940	1.063
	Punishment	.319	.090	.460	3.530	.001	.940	1.063

a. Dependent Variable: Performance  
 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  $r$  table = 1.584, the DW value is greater than  $dU$  and less than  $(4-dU) = 4-1.584 = 2.416$ , so it can be concluded that there is no autocorrelation.

### Discussion

When the results of the statistical test are taken into consideration, it is evident that all of the independent variables, which include  $X_1$  and  $X_2$ , have an impact on the dependent variable, which is denoted by the letter  $Y$ . The effect that is exerted by the two independent variables is positive, which indicates that the employee performance that is achieved is improved in proportion to the quality of the reward and punishment that is implemented. According to the theory that was put out, these findings are consistent. Detailed explanations of each variable effect are provided in the following manner:

#### 1. The Effect of Reward ( $X_1$ ) on Performance

It has been demonstrated by the findings of the partial hypothesis testing that there is a connection between reward and performance. A significant result of 0.03 is achieved, which is less than the threshold of 0.05, resulting in the  $t$  value of 3.258. This number is produced by the calculations that have been carried out. As a result, the results of this test provide statistical evidence that rewards do have an impact on performance. The conclusion that can be drawn from this is that the Reward variable has a positive and significant impact on the performance of administrative staff members working at Dr. M.M. Hospital and Dunda Limboto Hospital.

#### 2. Effect of Punishment on Performance ( $Y$ )

The findings of the partial hypothesis test demonstrate that there is a connection between the implementation of punishment and the level of performance. Based on the outcomes of the calculations that have been performed, the  $t$  value that has been determined is 3.530, and the significant value is 0.01 which is less than the threshold of 0.05. In conclusion, the results of this test provide statistical evidence that punishment has a positive and substantial impact on performance. This indicates that there is a connection between the Punishment variable and the performance of administrative staff members working at Dr. M.M. Hospital. A. Limboto, Dunda.

#### 3. Effect of Reward ( $X_1$ ) and Punishment ( $X_2$ ) on Performance ( $Y$ )

There is a correlation between the variables of reward and punishment and performance, as demonstrated by the results of the hypothesis testing that was conducted simultaneously. As a consequence of the calculations that have been carried out, the  $F$  value that has been computed is 15,258. The level of significance for the findings is 0.01 < 0.05, which means that this test provides statistical evidence that both Reward and Punishment have an impact on performance. In light of this, it can be deduced that the variables of Reward and Punishment exert a simultaneous impact on the performance variables of administrative staff members working at Dr. M.M. Hospital. Hospital of Dunda Limboto Dunda.

### 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. According to the findings of the hypothesis testing, there is a

correlation between the availability of rewards and the level of performance exhibited by administrative personnel. The conclusions that can be drawn from the calculations that have been performed are that the t value is 3.258, and the significance level is 0.02, which is lower than the threshold of 0.05. According to these findings, it is possible to draw the conclusion that the use of rewards has a good and significant impact on the performance of administrative staff members working at Dr. M.M. Hospital and Dunda Limboto Hospital.

2. With regard to the performance of administrative personnel, the findings of the hypothesis testing indicate that there is a correlation between Punishment and these results. Based on the outcomes of the calculations that have been performed, the t value that has been determined is 3.530, which is a significant 0.03 that is lower than the threshold of 0.05. As a consequence

of these findings, it is possible to draw the conclusion that the effect of Punishment on the performance of administrative personnel at Dr. M.M. Hospital is an effect that is both positive and substantial. A. Limboto, Dunda.

3. The results of testing the hypothesis simultaneously indicate that there is a relationship between the use of rewards and the use of punishments in relation to the performance of administrative personnel. As a consequence of the calculations that have been carried out, the F value has been determined to be 15,258. Furthermore, the significant value of 0.01 is less than 0.05. On the basis of these findings, it is possible to draw the conclusion that administrative personnel at Dr. M.M. Dunda Limboto Hospital experience a strong favorable influence on their performance when they are subjected to both rewards and punishments concurrently. A. Limboto, Dunda

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