

The Effect of Work Discipline and Rewarding on Employee Performance at PT. Pesona Inti Rasa

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Abstract. The organization has human resources, which is an essential factor as a driving force for the continuity of an organization; an organization can progress and develop if it has quality and reliable resources; as a measuring tool, it can be seen from employee performance where employee work can be used as an assessment of quality employees or not, then it can also be seen from employee performance whether employees are professional in their work or not. This type of research is quantitative research. The research population is permanent PT Pesona Inti Rasa employees, totaling 80 employees; the sampling technique used is a saturated sample. The study's results stated that work discipline does not affect employee performance; giving rewards affects employee performance.

Keywords: Work discipline, Reward, employee performance

Abstrak. Didalam organisasi secara pasti memiliki sumberdaya manusia yang merupakan faktor penting sebagai penggerak kelangsungan sebuah organisasi, sebuah organisasi dapat maju dan berkembang apabila memiliki sumberdaya yang berkualitas dan handal, sebagai alat ukur dapat dilihat dari kinerja pegawai dimana hasil kerja pegawai dapat dijadikan sebagai penilaian karyawan berkualitas atau tidak, kemudian dapat pula dilihat dari kinerja karyawan apakah karyawan profesional didalam pekerjaannya atau tidak. Jenis penelitian ini merupakan penelitian kuantitatif. Pupulasi penelitian adalah karyawan tetap PT. Pesona Inti Rasa yang berjumlah 80 orang karyawan teknik pengambilan sampel yang digunakan adalah sampel jenuh. Hasil penelitian menyatakan disiplin kerja tidak berpengaruh terhadap kinerja karyawan, pemberian reward berpengaruh terhadap kinerja karyawan.

Kata kunci: Disiplin kerja, Pemberian Reward, kinerja karyawan

INTRODUCTION

Human Resource Management is essential for companies in managing, organizing, and utilizing employees to function productively to achieve company goals (A. F. Nasib, 2020). To combine employee requirements with organizational expectations and capabilities, the company's human resources must be properly managed (F. R. A. L. S. S. Y. L. Nasib, 2023). An organization's ability to achieve its objectives must be independent of its human resource components (H. A. H. S. R. Nasib, 2022). The organization places a high value on its human resources, which means that people are crucial to carrying out tasks and achieving objectives (Syarifuddin, 2022). Because of this, having human resources within a business has a significant impact (Pebri, 2020).

In general, there are two categories of resources that make up an organization: human resources and non-human resources (I. L. Nasib, 2020). Human resources are the most important of the two in ensuring the survival of a business or organization (A. F. R. S. B. Martin, 2022). Companies and their employees are inextricably linked (N. Martin, 2018). Employees are essential to keeping the company's operations moving (Y. S. D. M. F. R. A. L. Nasib, 2023). The wheels will turn quickly if staff are highly productive and motivated, which will ultimately lead to good performance and accomplishments for the business (S. Y. F. R. A. L. D. A. Nasib, 2023). On the other hand, if employees are working inefficiently, how can the business function effectively. This means that staff must have high morale, be tenacious in their task, and have low morale (Amelia, 2018).

A company cannot function without labor as a resource (S. C. A. Fadli, 2020). If an organization's staff is dependable and capable of working with its leaders to complete the tasks that are each part of their responsibilities, the organization will advance and develop more. Leaders and employees must cooperate, respect, support, and comprehend each other's rights and responsibilities (Pakpahan, 2021). Because people are a more important aspect than other factors, businesses employ a variety of methods to attain high performance (A. Fadli, 2020)

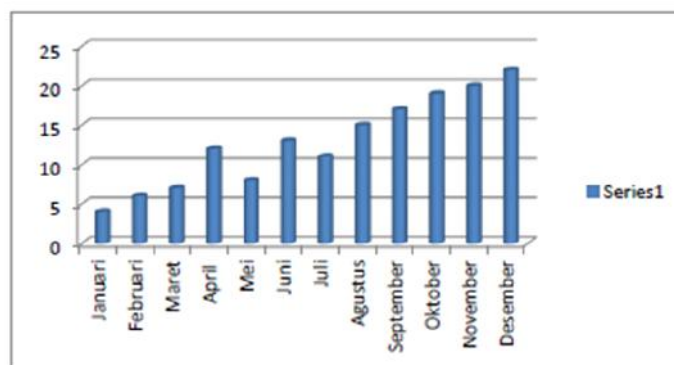
Employee productivity is defined as the outcomes of the work completed by an individual in carrying out the tasks for the money charged to him based on skills, experience, sincerity, and time (Malayu Hasibuhan, 2014). Performance-oriented employee is crucial to the company's success in reaching its objectives. Company executives are still making a lot of attempts to raise staff performance levels (Wibowo,

2016). The purpose of performance evaluation is to evaluate how well work plans have been implemented (V. Rivai, 2014).

Employee performance is impacted by numerous factors. Workplace discipline is one of them (S. C. S. A. Y. Nasib, 2019). For a business or government organization to achieve its goals, work discipline is crucial (A. Rivai, 2021). A corporation can more easily attain its goals when there is good work discipline (A. H. E. H. S. P. P. R. A. A. Fadli, 2022). A person's level of responsibility for the tasks given to him is reflected in their level of discipline (Sungguh Ponten Pranata, 2021). The ability to attain high levels of work performance depends on employee discipline, making it the sixth most important human resource function. Without strong employee discipline, it is more difficult for businesses to provide the best possible work results. According to (Hasibuhan, 2015), discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

The next factor that affects employee performance is Reward. According to (Handoko, 2015), In order to be able to do duties successfully and efficiently, it is necessary to continuously expand the workforce through efforts to plan, organize, use, and maintain it. A reward is a way to show appreciation for these efforts (Ballian, 2020). Organizations have a duty to their workers and the community (D. M. P. P. N. S. H. Nasib, 2021). Along with upholding these duties, the organization's relationship with its workforce, which serves as a catalyst for accomplishing organizational or corporate goals, must be dynamic (Nurcahyo, 2021). The organization may at least assemble its personnel to do their duties and foster a positive work environment in order to accomplish the harmony between its obligations and objectives (Mounika, 2021). It is anticipated that fostering this environment will encourage employees to reciprocate by abiding by the rules established at work (Madhani, 2021). How successfully the demands of the organization and personnel may be addressed demonstrates the achievement of synergy between those expectations (Baqir, 2020).

PT Pesona Inti Rasa is a company engaged in the production of sugar. PT Pesona Inti Rasa is required to improve the performance of its employees continuously. Based on data on employee performance results during the period 2022 is as follows:



Source: Processed by Researchers (2021)

Figure 1. Total employment error rate of PT Pesona Inti Rasa in 2020

Figure 1 above shows that in August 2020, the number of work errors continued to increase until, at the end of December 2020, the number of work errors was 22. The work errors researchers get are that, so far, employees have discrepancies in financial reports between administration and finance; employees cannot provide reports according to a predetermined time date; and attendance reports that do not match fingerprint and manual attendance in each section.

Work performance factors need maximum employee performance. So far, employee knowledge in completing has yet to be maximized in providing solutions to the problems faced. Employees often occupy positions outside of Education or knowledge. So that when facing a problem, employees will first ask coworkers or even ask their leaders for advice.

The next factor that affects employee performance is promotion. So far, job promotions have indeed been by established procedures. The administration and essential competency selection exams also follow what has been determined. However, when entering this field, the selection is different than often not as expected. It is often found that employees with the highest competency scores can lose to employees with moderate competence. This is often the question of many employees and how this can happen.

LITERATUR REVIEW

Work Discipline

Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Malayu Hasibuhan, 2014). Latainer in discipline as a force that develops within the employee's body and causes the employee to adjust voluntarily to decisions, rules, and high values of work and behavior (Sutrisno, 2016). (Mangkunegara, 2013) states that two forms of work discipline must be considered in directing employees to comply with the rules, namely:

1. Preventive discipline is an effort to encourage employees to follow and comply with work guidelines the company has outlined by the company. The primary goal is to move employees to self-discipline.
2. Corrective discipline is an effort to mobilize employees in unifying a rule and directing them to comply with the rules by the guidelines that apply to the company. Employees who violate discipline need to be sanctioned by applicable regulations".

One of the efforts to overcome the causes of indiscipline that aims for organizational growth is to motivate employees to discipline themselves in carrying out work individually and in groups. Work discipline is beneficial in educating employees to comply with the rules and policies that apply to the company so that it will produce optimal performance.

Rewarding

According to (Handoko, 2015), a Reward is a form of appreciation for efforts to obtain a professional workforce following the demands of the position; continuous development is needed, namely an effort to plan, organize, use, and maintain the workforce to be able to carry out tasks effectively and efficiently. According to Danim (2012), rewards or awards are often also called wages; this is the hope of every human being at work, although it can be different in each company work group. Giving rewards to employees will encourage increased performance in employees. The Reward can be interpreted as a form of appreciation for specific achievements shown or raised by and from individuals or an institution, usually given in the form of material or speech (Fitri et al., 2013). According to Mahmudi (2013: 181), rewards are awards to those who can work beyond predetermined standards.

Employee Performance

Performance, when associated with performance as a noun, the definition of performance or performance is the work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve company goals illegally, not violating the law, and not contrary to morals and ethics (V. Rivai, 2014). From another expert's point of view, performance is the amount of effort individuals expend on their work (Robbins & Judge, 2017). Meanwhile, according to Bernandi & Russell 2001 (in Riani 2011), performance is a record resulting from a particular job or activity's function over time. According to Sinambela et al. (2012), employee performance is defined as the ability of employees to perform specific skills. Employee performance is essential because, with this performance, it will be known how far the employee can carry out the tasks assigned to him. For this reason, it is necessary to determine clear and measurable criteria and set together which are used as a reference. According to (Henry Simamora, 2012), employee performance is how employees achieve job requirements. According to Byars and Rue (in Harsuko 2011), performance is the degree of task arrangement that regulates a person's work. So, performance is the willingness of a person or group to carry out activities or perfect them according to their responsibilities with the results as expected. According to As'ad (1998), performance is the result achieved by a person according to the measures applicable to the job in question. According to Withmore (1997 in Mahesa 2010), performance is an expression of a person's potential in fulfilling their responsibilities by setting specific standards. Performance is one of the total collections of work that exists in workers.

RESEARCH METHOD

This type of research is quantitative research. The research population is permanent PT Pesona Inti Rasa employees, totaling 80 employees. The research sampling technique used in this study is a saturated sample. Thirty of the population were used as validity and reliability tests, then 50 of the population as research samples. The data needed are primary data and secondary data. Primary data consists of data obtained directly from respondents through questionnaires, interviews, and observations. At the same time, secondary data consists of data that supports primary data in the form of reports, books, organizational structures, the internet, and literature related to this

research problem. The data collection method in this study consists of observation, interviews, distributing questionnaires/research questionnaires, and documentation. The data analysis method uses multiple linear regression analysis with the following equation model:

$$Y = a + b_1X_1 + b_2X_2 + + b_3X_3 + e$$

Description:

- Y = Employee performance
- a = constant
- b₁b₂ b₃ = regression coefficient
- X₁ = Work discipline
- X₂ = Rewarding
- e = error term

RESULT AND DISCUSSON

Multiple Linear Regression Analysis

The results of multiple linear regression analysis can be seen in the table below:

Tabel 1. Multiple Regression Analysis Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	2,869	3,299		,870	,388		
	X1	,237	,054	,547	4,400	,000	,347	2,882
	X2	,246	,112	,262	2,195	,033	,377	2,656

a. Dependent Variable: Y

Source: SPSS Version 22 Calculation Results

Partial Test (t-Test)

The results of testing the first hypothesis partially can be seen in Table IV.13 below:

Tabel 2. Result of the T-Test

		Coefficients ^a				Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	2,869	3,299		,870	,388		
	X1	,237	,054	,547	4,400	,000	,347	2,882
	X2	,246	,112	,262	2,195	,033	,377	2,656

a. Dependent Variable: Y

Source: SPSS Version 22 Calculation Results

Simulant Test (F Test)

The results of the F test in this study can be seen in the table below:

Tabel 3. F Test Results

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	406,714	3	135,571	44,569	,000 ^b
	Residual	161,216	53	3,042		
	Total	567,930	56			

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

The Effect of Work Discipline on Employee Performance

The results of this study are not following the results of research conducted by (Budiarti, 2020) with research, title the effect of work discipline, promotion, and Rewarding on customer loyalty mediated by customer satisfaction in Gojek consumers states that work discipline has a significant effect on employee performance. This shows that when work discipline increases, it will have an impact on consumer complaints, while when work discipline decreases, it will have an impact on increasing consumer satisfaction. This research follows research conducted by (Amelia, 2018). The research titled The Effect of Reward, work discipline, and campus image on student loyalty

following the MGM (Member Get Member) Program through student satisfaction as an Intervening Variable states that work discipline does not affect employee performance. This shows that when the work discipline of the product or service has increased, this does not affect consumer satisfaction—the value of the benefits most consumers need in choosing products or services of a particular brand. Meanwhile, in this study, the significance value for the work discipline variable (0.348) is greater than that of alpha 5% (0.05) or $t_{count} = -0.950 > t_{table} = 2.004$ ($n-k = 45-3 = 42$). Based on the results, it rejects H_a . It accepts H_0 for the work discipline variable, thus, partially that the work discipline variable does not affect employee performance at PT Pesona Inti Rasa. This research aligns with the theory (Nasib, 2019), which states that when the benefits of stable work discipline are significant, this becomes a factor because the organization can stabilize its raw material costs and other costs associated with its products through backward integration.

The Effect of Rewarding Employee Performance

This research follows research conducted by (Herwan Nafil, 2019) with the research title optimizing service satisfaction and Communication at Mr. Ben Medan Supermarket states that giving rewards significantly affects employee performance. Furthermore, the research also supports research conducted by (Prana, 2020) with the research title the effect of Rewarding and work discipline on customer satisfaction at LP3I College Langsa states that providing excellent rewards significantly affects employee performance. While in this study, the significance value for the reward variable (0.000) is smaller than the alpha of 5% (0.05) or $t_{count} = 6.127 > t_{table} = 2.004$ ($n-k = 45-3 = 42$). Based on the results, it rejects H_0 . It accepts H_a for the reward variable, thus, partially that the reward variable has a positive and significant effect on employee performance at PT Pesona Inti Rasa.

Effect of work discipline and Reward on employee performance

This research follows the results of research conducted (Muniroh, 2019) with the research title the effect of Rewarding and work discipline on customer loyalty. States that the results of the f test of the two variables X_1 (rewarding) and X_2 (work discipline) obtained a value of $f_{count} = 112,287$ with a significance level of 0.000 (significance limit = 0.05) $0.000 < 0.05$, this means that both variables have a significant influence on variable Y (Customer Loyalty). Furthermore, this research is also (Budiarti

2020) with the research titled the effect of work discipline, promotion, and Rewarding on customer loyalty mediated by customer satisfaction in Gojek Consumers states that work discipline, Reward, and management knowledge have a positive and significant effect on employee performance. While in this study, the significance value is 0.000. Where it is required that the significance value of F is less than 5% or 0.05 or the value of $F_{hitung} = 33.491 > F_{tabel} 3.22$ ($df_1 = k-1 = 3-1 = 2$) while ($df_2 = n - k (45-3 = 22)$), thus it can be concluded that all independent variables, namely work discipline, and Reward, have a positive and significant effect on employee performance at PT Pesona Inti Rasa.

This research aligns with the theory (Kotler & Armstrong, 2012) providing rewards and work discipline is the basis for companies in determining what products or services will be produced. Providing excellent rewards with competitive work discipline will reduce the complaints consumers feel. The emergence of this complaint results from not good service received by consumers and consumer disappointment with the money or funds they have sacrificed.

CONCLUSION

Partially, the work discipline variable does not significantly affect employee performance; the reward variable significantly affects employee performance, ce. Simultaneously the work discipline variable significantly affectnificant affects employee performance at PT Pesona Inti Rasa.

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