

# Effect of Reward and Punishment, Compensation, Leadership, and Workplace Skills on Employee Work Discipline at Mopah Class I Airport Management Unit

Kasmawati<sup>1</sup>, Agus Sudarya<sup>2</sup>, Zakaria<sup>3</sup>

<sup>1,2,3</sup>Faculty of Economics and Business, Universitas Terbuka, Indonesia

[kasmaokaba93@gmail.com](mailto:kasmaokaba93@gmail.com), [agus.sudarya6795@gmail.com](mailto:agus.sudarya6795@gmail.com), [zakariahatta15@gmail.com](mailto:zakariahatta15@gmail.com)

## Abstract

*This study aimed to determine whether reward and punishment, compensation, leadership, and workplace skills affect employee work discipline. The sample of this study consisted of 108 respondents who were employees at Mopah Class I Airport Management Unit Office in Merauke. The independent variables in this study were reward and punishment, compensation, leadership, and workplace skills, while the dependent variable was employee work discipline. The data were collected by distributing questionnaires using a Likert scale. The data were analyzed using the multiple linear regression and IBM SPSS software. The results of the analysis showed that the variables of reward and punishment, compensation, leadership, and workplace skills had a positive and significant effect on work discipline.*

## Keywords

reward and punishment;  
compensation; leadership;  
workplace skills; employee  
discipline



## I. Introduction

In a government, one of the important issues is the bureaucratic reform system (Hood & Lodge, 2004; Olsen, 2006; Wihantoro et al., 2015). A poor government bureaucratic system causes a prolonged multidimensional crisis and the decline of the nation in Indonesia (Harahap et al., 2020). The bureaucracy, that is supposedly built to support services to the community and the development process, has actually turned into a bureaucracy that is full of corruption, collusion, and nepotism (KKN) practices (Ibrahim et al., 2018; King, 2000; Robertson-Snape, 1999).

Some of the manifestations of bureaucratic reform are to provide excellent services to the community, facilitate the workflow of public administration processes, support digital transformation services, guarantee accessibility and transparency of public service reporting, and all government programs and activities that have been done (Irawan et al., 2020). To realize such bureaucratic reform, civil servants with a high level of work discipline are needed. Civil servants determine whether policy can be well implemented and play an important position to create quality government (Ali et al., 2017).

The management of work discipline in an organization is one of the main problems related to employees and it is one of the most evident sources of conflict (Fenley, 1998). Unresolved work discipline problems could decline productivity and employee morale (Pagan & Franklin, 2003). Thus, it is important for an organization to manage employee work discipline properly and appropriately. In addition to being beneficial for preventing, controlling, and changing employee behavior, the management of employee work discipline can also affect the achievement of organizational goals more effectively, efficiently, and productively (Pagan & Franklin, 2003). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021).

Mopah Class I Airport Management Unit (UPBU) office in Merauke is one of the government work units that plays an important role in the safety, comfort, and convenience of the community when using air transportation. Both the responsibilities and risks related to aviation security require civil servants who work in the Airport Management Unit Office to have a high level of work discipline. Small mistakes made by these employees can have fatal consequences for aviation security and safety.

Based on the observation results in the field, the employees at Mopah Class I UPBU office had a low level of work discipline. There were many disciplinary violations, including attendance, compliance with regulations, and the implementation of other routine tasks. In addition, the archives at Mopah Class I UPBU office also showed that the number of employee lateness and absenteeism was still very high in 2019. Such low level of work discipline prevented the provision of services to the community from being optimal.

There are various factors that possibly affect the level of work discipline among civil servants who work at Airport Management Unit Office. Based on previous empirical studies, there has been no research on the factors that affect employee work discipline at Airport Management Unit (UPBU), especially in marginalized or remote areas such as Papua. This shows a research gap. Previous researchers focused more on factors that affect the employee performance of Airport Operating Unit Office, such as research by Christiana (2017) focusing on the employee performance at UPBU H. Asan Sampit, Yunita and Ibrahim (2018) and Astriani and Sawir (2018) focusing on the employee performance at UPBU Sentani, and Irma et al. (2019) studying the employee performance at Jayapura Class I UPBU.

Previous researchers have examined several variables as the influencing factors to the work discipline of civil servants, including reward and punishment (Arianto & Setiyowati, 2020; Astuti & Sujatna, 2021; Dihan & Hidayat, 2020), leadership (Arianto & Setiyowati, 2020; Ramadhan et al., 2019), work environment (Wahyuningrum & Sudarso, 2020), work motivation (Umar et al., 2021; Yusuf et al., 2020), compensation (Mukti & Andriani, 2018; Yusuf et al., 2020), workplace skills (Roslinda, 2016; Sipahutar, 2018), and organizational culture (Pakaya, 2020; Ramadhan et al., 2019). To find out the factors that affect the work discipline of the employees working at Mopah Class I UPBU office, the researchers distributed initial questionnaires to 25 employees at Mopah Class I UPBU office. The results of the initial questionnaire showed that there were four factors that supposedly affected the work discipline of the employees at Mopah Class I UPBU office, namely reward and punishment, compensation, leadership, and workplace skills. This way, this study examined the effect of the variables of reward and punishment, compensation, leadership, and workplace skills on employee work discipline.

There have currently not been many studies on employee work discipline, particularly in public organizations. Unlike private organizations, public organizations are required to consider various interests as well as staffing management that is strictly regulated by staffing-related rules and regulations (Pagan & Franklin, 2003). Therefore, it is useful to examine the work discipline among public sector employees and the factors that influence it to assess and evaluate the effectiveness of the implementation of policies and regulations regarding employee work discipline. In addition, examining the work discipline among public sector employees and the factors that influence it is also useful to manage and improve employee performance and government organizations. Empirical findings have shown that discipline is closely related and affects employee performance and public or government organizations (Harahap et al., 2020; Hutagalung et al., 2020; Samsuri, 2018; Wardani & Riyanto, 2019).

## II. Review of Literature

### 2.1 Work Discipline

Discipline is a training that is directed towards efforts that involve the knowledge, attitudes, and behavior of employees so a willingness to make better cooperation and achievement emerges in employees (Davis, 2002). It is necessary to internalize work discipline in every employee because it is an important means for achieving organizational goals (Goedurov, 2020; Hodgson, 2002). In addition, work discipline helps employees work effectively and optimally so as to contribute to the achievement of organizational goals (Goedurov, 2020). This way, it is crucial to study employee work discipline, particularly in the public sector because it is directly related to the interests of the public.

### 2.2 Reward and Punishment

Rewards and punishments in an organization are used to appreciate outstanding employees and provide sanctions when employee performance is far below expectations (McNamara et al., 2021). The implementation of proper and fair rewards and punishments to employees has been proven to bring a positive effect, i.e., increasing employee motivation, productivity, and satisfaction (O'Reillys III & Puffer, 1989). The reward and punishment policy motivates employees to have a higher level of work discipline and give better performance, thus making them receive rewards and avoid punishment (Marlina et al., 2021).

A number of previous researchers have proven that the reward and punishment policy influences employee work discipline, including studies by Dihan and Hidayat (2020), Dymastara and Onsardi (2020), Harahap et al. (2020), Arianto and Setiyowati (2020), and Umar et al. (2021). The better the implementation of the reward and punishment policy in an organization, the better the employee work discipline (Dymastara & Onsardi, 2020). Rewards and punishments can inspire employees to be disciplined at work (Umar et al., 2021). Thus, based on the findings of previous studies, the first hypothesis was proposed as follows:

**H1:** Rewards and punishments affect the work discipline of the employees at Mopah Class I Airport Management Unit in Merauke.

### 2.3 Compensation

Giving adequate compensation to employees can improve employee work discipline, thus improving performance (Bharata, 2016). With compensation, employees feel appreciated and valued by the organization so they are motivated to be disciplined at work to give the best performance for the organization (Riduansyah, 2019). The effect of compensation on work discipline is also possibly due to the fulfilment of the employees' life needs, such as adequate salary, certainty in promotion or career, employee development with trainings, workplace challenges that motivate employees to work on their jobs with a high level of discipline (Beta, 2015).

Several previous studies have shown that compensation has a positive impact on employee work discipline, including studies by Mukti and Andriani (2018) as well as Husain (2020). Better compensation becomes a benchmark for management in demanding more discipline from its employees (Juhana, 2019). Based on the theory and findings of previous studies, the second hypothesis was proposed as follows:

**H2:** Compensation affects the work discipline of the employees at Mopah Class I Airport Management Unit in Merauke.

## 2.4 Leadership

The leadership factor in an organization plays a crucial role because a leader is the one who moves and directs the organization to achieve its goals (Asifa, 2019). It is possible for an organization to successfully achieve its goals if the leaders have the ability to influence their employees to give the best performance (Rahayu, 2020). Thus, the quality of the leaders is often considered as an important factor in organizational success and failure (Kaiser et al., 2008; Nixon et al., 2012). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

The efforts to improve work discipline can start from leadership (Afridola, 2017). The leaders should first be a good role model. When the leaders have a high level of work discipline, they can be a role model and motivation for the employees to also show a high level of work discipline (Simorangkir et al., 2021). To encourage employees to be disciplined at work, the leaders should pay attention to their leadership and supervisory style as well as the things that could make employees satisfied in completing work (Mendrofa et al., 2021).

Several previous studies have shown that leadership has a positive effect on employee work discipline, including studies conducted by Arianto and Setiyowati (2020), Ramadhan et al. (2019), Puspaningrum et al. (2019), as well as Rosalina and Wati (2020). If the leadership in a company or organization is good and has the ability to influence or control the employees in working on their jobs, work discipline will increase as expected by the company (Simorangkir et al., 2021). Based on the theory and findings of some previous studies, the third hypothesis was proposed as follows:

**H3:** Leadership affects the work discipline of the employees at Mopah Class I Airport Management Unit in Merauke.

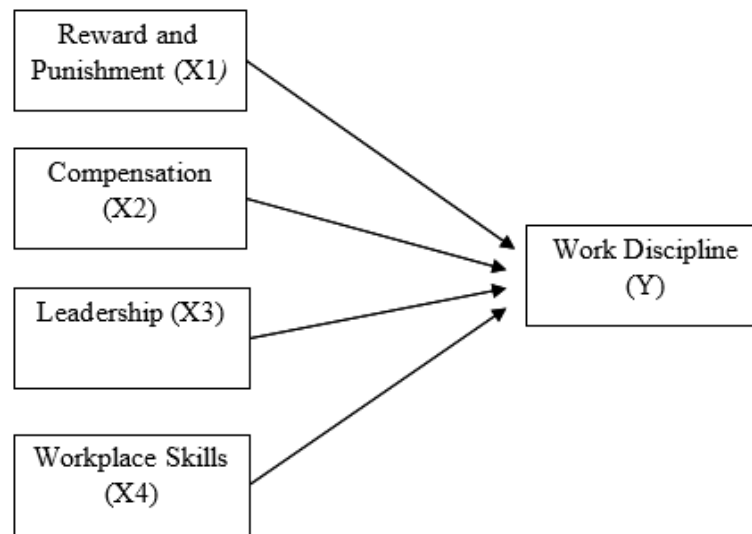
## 2.5 Skills

According to Robbins and Judge (2011), ability is the capacity of an individual to work on and complete a job. The workplace skills of employees can be seen from both the intellectual and physical abilities (Robbins & Judge, 2011). One of the most important factors that influence the success of employees in completing a job is workplace skills (Sipahutar, 2018).

According to Hasibuan (2011), workplace skills are one of the factors that influence the level of work discipline. This is supported by the findings of some previous studies, including those by Roslinda (2016) and Sipahutar (2018) who found that workplace skills had a positive effect on employee work discipline. The higher the workplace skills, the higher the work discipline (Syamsidar et al., 2021). Based on the findings of these previous studies, the fourth hypothesis was proposed as follows:

**H4:** Workplace skills affect the work discipline of the employees at Mopah Class I Airport Management Unit in Merauke.

The four hypotheses proposed in this study are summarized in the following research model (Figure 1).



**Figure 1. Research Model**

### III. Research Method

This study used a quantitative method, i.e., analyzing the relationship between variables using statistical tests (Sekaran & Bougie, 2016). The data were collected by distributing questionnaires to all 108 employees at Mopah Class I Airport Management Unit Office. The questionnaire used a Likert scale with a score ranging from 1 to 5. The validity and reliability of the data obtained from the questionnaire were then tested based on the correlation coefficient and Cronbach's Alpha.

Multiple linear regression analysis was used in this study to identify and test the proposed hypotheses. The data were analyzed using IBM SPSS software. Before conducting the multiple linear regression analysis, the researcher performed a classical assumption test which consisted of a normality test, a multicollinearity test, and a heteroscedasticity test. The t-statistics and significance resulting from the regression analysis were used to determine whether the research hypothesis was supported.

### IV. Results and Discussion

The respondent characteristics in this study are summarized in Table 2. The table shows that the respondents were predominantly male respondents, in the age range of 31-40 years, with the last education of high school/equivalent, and with a working period of 10-15 years. These characteristics represent the characteristics of the employees at Mopah Class I UPBU office.

**Table 1. Description of Respondent Characteristicis**

Categories	Alternative Answer	Number Respondents	Percentage (%)
Gender	Male	71	65,74
	Female	37	34,26
Age	21-30	14	12,96
	31-40	55	50,93

	41-50	35	32,41
	>51	4	3,70
Education	Senior High School	63	58,33
	D II	4	3,70
	D III	18	16,67
	S1	23	21,30
Number of years worked	<5 years	4	3,70
	5-10 years	2	1,85
	10-15 years	80	74,08
	>15 years	22	20,37
	<5 years	4	3,70

Source: Primary Data Processed (2021)

The validity and reliability of the research data were first tested. Based on Table 3, all the items of all the variables had r-statistics > r-table (0.1891), so all these items were declared to have good validity. The results of the reliability test with Cronbach's Alpha also showed that all variables had met the reliability criteria because they had a Cronbach's Alpha > 0.60.

**Table 2.** Results of Validity and Reliability Tests

Item	Statements	R Statistics	Cronbach's Alpha
X1.1	The salary I earn fits my workload.	0.473	0.911
X1.2	I receive extra rewards in addition to my salary.	0.561	
X1.3	The allowance given fits my needs.	0.671	
X1.4	I am given the opportunity to develop (promotion) if I excel.	0.662	
X1.5	Support and compliment from superiors and co-workers make me happy and feel appreciated.	0.606	
X1.6	My co-workers respect me as an employee.	0.630	
X1.7	The awards given motivate me to be disciplined at work.	0.558	
X1.8	The work that I do requires me to give my best.	0.476	
X1.9	The work that I do well will get recognition and make me even more motivated.	0.501	
X1.10	The work that I do is challenging and makes me proud when I can complete it.	0.649	
X1.11	The work that I do gives me more autonomy to do and make decisions.	0.574	
X1.12	The work that I do can make me more skilled and developed.	0.661	
X1.13	My office rewards me if I am disciplined at work.	0.666	
X1.14	I know and understand the rules and regulations in the office where I work.	0.616	
X1.15	I know and understand the things that are prohibited in the office where I work.	0.578	
X1.16	I am ordered to obey the rules and regulations in the office where I work.	0.553	



X1.17	The supervision by the office and superiors makes me more obedient to the rules.	0.650	
X1.18	Obedying the rules and regulations can improve my discipline at work.	0.511	
X1.19	I always receive a warning if I make a mistake at work.	0.503	
X1.20	The warning given to me is in accordance with the office regulations.	0.570	
X1.21	The warning given to me can improve my work discipline in the future.	0.618	
X1.22	I am willing to accept a sanction or punishment if I make a mistake.	0.547	
X1.23	The punishment given affects my performance.	0.512	
X1.24	The punishment given can motivate me to be better.	0.546	
X2.1	I have the opportunity to be promoted.	0.604	0,743
X2.2	Career development fits work performance.	0.657	
X2.3	I feel comfortable with the work environment.	0.822	
X2.4	I have fun co-workers.	0.754	
X2.5	My workplace condition is very conducive.	0.769	
X3.1	The supervisors have the ability to make innovations.	0.860	0.946
X3.2	The supervisors are conceptual.	0.881	
X3.3	The supervisors have good communication skills.	0.909	
X3.4	The supervisors have the ability to understand the core of conversation.	0.861	
X3.5	The supervisors have the ability to encourage their employees to work in accordance with their responsibilities.	0.871	
X3.6	The supervisors have the ability to contribute to organizational success.	0.787	
X3.7	The supervisors have the ability to conduct proper supervision.	0.840	
X3.8	The supervisors have the ability to properly use the resources.	0.834	
X4.1	I have knowledge that fits my field of work.	0.744	0.869
X4.2	I have attended training that fits my work.	0.827	
X4.3	I have work experiences that fit my work.	0.841	
X4.4	I have skills that fit my work.	0.908	
X4.5	I have the ability to finish my work on time.	0.746	
Y.1	I come to the office on time.	0.741	0.920
Y.2	I leave work on time.	0.832	
Y.3	I always participate in other activities such as meetings and job briefings.	0.796	
Y.4	In working on my jobs, I always follow the instructions of the supervisors.	0.876	

Y.5	The employees always provide the best services to the community according to their respective fields of duty.	0.847
Y.6	The employees are always responsible for the work given.	0.838
Y.7	In working on my jobs, I always follow the work procedures predetermined by the office.	0.710
Y.8	In working on my jobs, I always create and maintain a good working atmosphere.	0.819

Source: Primary Data Processed (2021)

A classical assumption test (Table 4) was performed to detect whether there were any deviations. The results of the normality test showed that the Kolmogorov Smirnov value was 1.217 and the significance was  $0.103 > 0.05$ , so the data were said to have a normal distribution. In addition, the multicollinearity test showed that all the variables had a tolerance of  $> 0.10$  and  $VIF < 10$ , indicating no multicollinearity in the data. The last classical assumption test performed was the heteroscedasticity test, the results of which showed that all the variables had a significance of  $> 0.05$ , so it can be concluded that there was no heteroscedasticity.

**Table 3.** Results of Classical Assumption Test

Normality Test			Multicollinearity Test		Heteroscedasticity Test	
<i>Kolmogorov Smirnov</i>	Asymp. Sig	Variable	<i>Tolerance</i>	VIF	Sig	Sig Limit
1,217	0,103	Reward and Punishment	0,551	1,814	-0,494	0,623
		Compensation	0,538	1,857	-0,803	0,424
		Leadership	0,647	1,546	1,448	0,151
		Workplace Skills	0,688	1,454	-1,193	0,236

Source: Primary Data Processed (2021)

Once the data had met the classical assumption test, the researcher performed a multiple linear regression analysis to determine the effect of the independent variables on the dependent variable. A hypothesis is supported if the t-statistics  $> t$ -table (1.98) and significance  $< 0.05$ . The results of the multiple linear regression analysis in Table 5 show that all the hypotheses proposed in this study were supported. In other words, reward and punishment, compensation, leadership, and workplace skills were proven to have a positive and significant effect on employee work discipline at Mopah Class I Airport Management Unit office.

The results of the coefficient of determination in Table 5 show that the adjusted R-Square was 0.602. This means that reward and punishment, compensation, leadership, and workplace skills affected employee work discipline by 60.2%. The remaining 39.8% was influenced by other variables not included in this study.



**Table 4.** Results of Multiple Linear Regression Analysis

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t
	B	Std. Error	Beta	
1				
(Constant)	5,081	2,439		2,084
Reward and Punishment	0,084	0,031	0,219	2,671
Compensation	0,278	0,114	0,203	2,442
Leadership	0,255	0,059	0,329	4,332
Workplace Skills	0,311	0,091	0,251	3,410
<i>Adjusted R Square</i>	0,602			

Source: Primary Data Processed (2021)

The results of this study are in line with those of previous studies, including Dihan and Hidayat (2020), Dymastara and Onsardi (2020), Harahap et al. (2020), Arianto and Setiyowati (2020), as well as Umar et al. (2021) who also found that reward and punishment had a positive and significant effect on work discipline. Rewards allow an organization to motivate its employees to have expected behaviours, such as work discipline, while punishments are applied to prevent unwanted behaviors (McElroy, 1985; Pate, 1978).

Based on the results of the questionnaire, the employee respondents assessed that both intrinsic and extrinsic rewards given by Mopah Class I Airport Operating Unit office in Merauke was adequate. A previous study has also shown that giving rewards increases employees' enthusiasm to work and show positive attitudes such as discipline (Bandiyono et al., 2021). In addition to rewards, both preventive and repressive punishments have also been implemented properly. Fair and consistent punishments or sanctions have a positive influence, i.e., increasing employee work discipline (Dymastara & Onsardi, 2020).

In addition, compensation was also shown to have a positive and significant effect on employee work discipline, supporting research conducted by Mukti and Andriani (2018) and Husain (2020). The compensation given by Mopah Class I UPBU office was adequate, for examples a comfortable and conducive work environment as well as career development opportunities which fit work performance. Providing direct or indirect compensation to employees helps improve employee work discipline which ultimately improves performance (Bharata, 2016). Adequate compensation helps employees meet their daily needs so they are motivated and have the enthusiasm to work on their jobs with a high level of discipline (Beta, 2015).

Leadership was also shown to have a positive and significant effect on employee work discipline, supporting research conducted by Arianto and Setiyowati (2020), Ramadhan et al. (2019), Puspaningrum et al. (2019), and Rosalina and Wati (2020). The employees considered the leadership at Mopah Class I UPBU office to be very good. The supervisors were considered to have the ability to become a controller, motivator, communicator, and innovator for their employees.

The role of employees who can have a positive impact on the performance of government institutions is inseparable from the performance and quality of the leadership of the institutions (Rahayu, 2020). When the leadership in an organization is good, the leaders will have the ability to influence and control their employees in working on their jobs, thus improving employee work discipline (Simorangkir et al., 2021). Leaders should

also be able to influence, direct, encourage, and control their employees to be disciplined at work to achieve organizational targets (Rahmi et al., 2020).

This study also proved that workplace skills had a positive and significant effect on employee work discipline, supporting research by Roslinda (2016) and Sipahutar (2018). If employees have good workplace skills, they tend to show good work discipline as well (Alam et al., 2019). The employees at Mopah Class I UPBU office considered themselves to have good workplace skills, evident by the fact that they had knowledge, skills, and training that fit their field of work. Employees who have good workplace skills are able to complete work properly and punctually, reflecting a high level of work discipline.

## V. Conclusion

The results of this study have proven that reward and punishment, compensation, leadership, and workplace skills have a positive and significant effect on employee work discipline. The better the reward, punishment, and compensation policies, as well as the better the leadership and employees' workplace skills, the better the work discipline. These results have an implication for the management and leaders of public institutions, especially Mopah Class I Airport Management Unit office to improve employee work discipline. It is necessary for both the leaders and management of public institutions to consider providing additional rewards for outstanding employees and improving supervision and control of disciplinary violations.

It is also necessary for the leaders and management of public institutions to provide equal promotion opportunities for all employees. Leaders should also be more innovative in their work and give recommendations to employees regarding new and more effective ways to complete works. Then, the leaders should also conduct training programs regularly in accordance with the needs of employees to improve employees' workplace skills.

This study still has limitations which expectedly could serve as input for future researchers. This study only involved a small scope and a small number of samples, making it possible for bias to occur when applied to a wider sample or population. This way, it is recommended for further researchers to expand and add the research samples, so the research results can be generalized to all public organizations. Then, this study only used quantitative data obtained using questionnaires but did not use qualitative data such as the results of interviews, so it does not provide in-depth explanations regarding the real conditions of the variables. In addition, this study only used four independent variables affecting work discipline, excluding any mediating or moderating variables. This way, it is recommended for future researchers to include other variables that supposedly affect employee work discipline such as work environment and motivation and include certain moderating or mediating variables because research on direct effects has been carried out previously.

## References

- Afridola, S. (2017). Pengaruh Kepemimpinan dan Kepuasan Kerja terhadap Disiplin Kerja Pegawai Kantor Satpol PP Batam. *Jurnal Ilmiah Manajemen Universitas Putera Batam*, 5(2), 80–87.
- Alam, S., Tamsah, H., & Ilyas, G. B. (2019). Pengaruh Kompetensi dan Budaya Organisasi terhadap Kinerja Melalui Disiplin Kerja Pegawai Politeknik Ilmu Pelayaran Makassar. *Jurnal Mirai Management*, 4(1), 17–42.

- Ali, D. M., Prasajo, E., & Lina, M. J. (2017). The Transformation of Merit System in Indonesian Civil Servant Promotion System. *International Journal of Management and Administrative Sciences*, 5(4), 20–28.
- Arianto, D. A. N., & Setiyowati, N. I. (2020). Pengaruh kepemimpinan dan reward terhadap disiplin kerja karyawan PT. Indoexim international. *INOVASI*, 16(2), 233–240.
- Arif, S. (2019). Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. P. 239-254
- Asifa, D. (2019). Pengaruh Gaya Kepemimpinan Terhadap Disiplin Kerja Pegawai Di Puskesmas Pekan Labuhan Kecamatan Medan Labuhan. *Jurnal Rekam Medic*, 2(1), 13–24.
- Astriani, W., & Sawir, M. (2018). Pengaruh Kompetensi, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Bandar Udara Kelas I Utama Sentani (Survey Pada Kantor Bandar Udara Kelas I Utama Sentani). *The Journal of Business and Management Research*, 1(2), 74–84.
- Astuti, A. W., & Sujatna, Y. (2021). Pengaruh Pemberian Reward dan Punishment terhadap Disiplin Kerja Karyawan PT Valve Automation Indonesia. *Indonesian Journal of Economics Application (IJE)*, 3(1), 75–85.
- Bandiyono, A., Hamzah, K. F., & Hidayat, N. A. (2021). Pengaruh Reward Dan Punishment Terhadap Kedisiplinan Pegawai. *Jurnal Ekonomi*, 26(1), 50–65. <https://doi.org/10.24912/je.v26i1.684>
- Beta, A. A. (2015). Pengaruh karakteristik pekerjaan dan kompensasi terhadap disiplin kerja dan dampaknya terhadap kinerja pegawai pada Dinas Pendapatan dan Pengelolaan Asset Daerah Kabupaten Rokan Hulu. *Jurnal Ilmiah Cano Ekonomos*, 4(1), 1–10.
- Bharata, A. (2016). The Influence of Compensation and Training toward Work Discipline and Its Impact on the Employees' Performance in the Research Center of Science and Technology (PUSPIPTEK). *The Winners*, 17(1), 1–8.
- Christiana, A. (2017). Pengaruh Gaji dan Insentif terhadap Kinerja Pegawai Di Kantor Unit Penyelenggara Bandar Udara (UPBU) H. Asan Sampit. *Profit (Jurnal Penerapan Ilmu Manajemen Dan Kewirausahaan)*, 2(1).
- Davis, K. (2002). *Fundamental Organization Behavior*. Jakarta: Erlangga.
- Dihan, F. N., & Hidayat, F. (2020). Pengaruh Reward dan Punishment terhadap Kinerja Karyawan dengan Disiplin Kerja sebagai Variabel Intervening di Waroeng Spesial Sambal Yogyakarta. *JBTI: Jurnal Bisnis: Teori Dan Implementasi*, 11(1), 11–22.
- Dymastara, E. S., & Onsardi, O. (2020). Analisis Reward dan Punishment Terhadap Kinerja Karyawan PT. Sandabi Indah Lestari Bengkulu Utara. *(JEMS) Jurnal Entrepreneur Dan Manajemen Sains*, 1(2), 160–167.
- Fenley, A. (1998). Models, styles and metaphors: understanding the management of discipline. *Employee Relations*, 20(4), 349–364. <https://doi.org/10.1108/01425459810232815>
- Goedurov, R. (2020). Public Sector Organizations: Work Environment, Employee Behavior and Discipline. *International Journal Papier Public Review*, 1(2), 6–11. <https://doi.org/10.47667/ijppr.v1i2.17>
- Harahap, J. M., Hasibuan, M. I., & Watrianthos, R. (2020). Pengaruh Reward and Punishment (Penghargaan dan Hukuman), Koordinasi Pemerintah Daerah Terhadap

- Kinerja SDM Program Keluarga Harapan (PKH) di Lingkungan Dinas Sosial Kabupaten Labuhanbatu. *Kapital: Jurnal Ilmu Manajemen*, 2(1), 1–12.
- Hasibuan, M. S. P. (2011). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hodgson, D. (2002). Disciplining The Professional: The Case of Project Management. *Journal of Management Studies*, 39(6), 803–821. <https://doi.org/https://doi.org/10.1111/1467-6486.00312>
- Hood, C., & Lodge, M. (2004). Competency, Bureaucracy, and Public Management Reform: A Comparative Analysis. *Governance*, 17(3), 313–333. <https://doi.org/10.1111/j.0952-1895.2004.00248.x>
- Husain, B. A. (2020). Pengaruh Kompensasi Terhadap Disiplin Kerja Karyawan Pada PT. Strategic Pestcontrol Tebet Jakarta Selatan. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 3(3), 277–285.
- Hutagalung, R. K., Purba, E. N., Silalahi, J. T., & Putri, A. (2020). The Effect of Competence, Work Ethic, Work Discipline, and Work Motivation on Performance of Government Employee in Mentawai Islands District Health Office. *International Journal of Innovative Science and Research Technology*, 5(8), 387–396.
- Ibrahim, R., Yusoff, M. A., & Koling, H. M. (2018). Patterns and Causes of Corruption Among Government Officials in Indonesia. *Adabi: Journal of Public Administration and Business*, 1(1), 74–91.
- Irawan, L., Anggraeny, R., & Arifin, H. M. Z. (2020). Hubungan Pemberian Penghargaan (Reward) Dengan Kinerja Pegawai Dinas Pariwisata Kota Samarinda. *EJournal Administrasi Publik*, 8(1), 9507–9521.
- Irma, I., Rasyid, A., Yendra, Y., & Suratini, S. (2019). Efek Mediasi Obedience Antara Komitmen Organisasi Terhadap Kinerja Pegawai Pada Kantor Unit Penyelenggara Bandar Udara Kelas I Utama Jayapura. *The Journal of Business and Management Research*, 2(1), 133–141.
- Juhana, D. (2019). Compensation on Preventive Discipline: Mediating the role of Employee Engagement. *Kontigensi: Jurnal Ilmiah Manajemen*, 7(2), 81–86.
- Kaiser, R. B., Hogan, R., & Craig, S. B. (2008). Leadership and the fate of organizations. In *American Psychologist* (Vol. 63, Issue 2, pp. 96–110). American Psychological Association. <https://doi.org/10.1037/0003-066X.63.2.96>
- King, D. Y. (2000). Corruption in Indonesia: a curable cancer? *Journal of International Affairs*, 603–624.
- Marlina, L., Setyoningrum, N. G., Mulyani, Y. S., Permana, T. E., & Sumarni, R. (2021). Improving Employees Working Discipline With Punishment, Reward, and Implementation of Standard Operational Procedures. *Perwira International Journal of Economics & Business*, 1(1), 37–43.
- McElroy, J. C. (1985). Inside the Teaching Machine: Integrating Attribution and Reinforcement Theories. *Journal of Management*, 11(1), 123–133. <https://doi.org/10.1177/014920638501100110>
- McNamara, T., Meloso, D., Michelotti, M., & Puncheva-Michelotti, P. (2021). ‘You are free to choose . . . are you?’ Organisational punishment as a productivity incentive in the social science literature. *Human Relations*, 00187267211007891. <https://doi.org/10.1177/00187267211007891>
- Mendrofa, S. A., Sahyar, S., & Fawzee, B. K. (2021). Pengaruh Kepemimpinan, Pengawasan, dan Kepuasan Kerja terhadap Disiplin Kerja Pegawai. *Journal Of Administration and Educational Management (ALIGNMENT)*, 4(2), 130–140.

- Mukti, M., & Andriani, R. (2018). Pengaruh Kompensasi Terhadap Disiplin Kerja Pegawai Pada Bagian Umum Sekretariat Daerah Kabupaten Pandeglang. *The Asia Pacific Journal Of Management Studies*, 5(1), 29–36.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Nixon, P., Harrington, M., & Parker, D. (2012). Leadership performance is significant to project success or failure: a critical analysis. *International Journal of Productivity and Performance Management*, 61(2), 204–216. <https://doi.org/10.1108/17410401211194699>
- O'Reillys III, C. A., & Puffer, S. M. (1989). The impact of rewards and punishments in a social context: A laboratory and field experiment. *Journal of Occupational Psychology*, 62(1), 41–53. <https://doi.org/0.1111/j.2044-8325.1989.tb00476.x>
- Olsen, J. P. (2006). Maybe it is time to rediscover bureaucracy. *Journal of Public Administration Research and Theory*, 16(1), 1–24. <https://doi.org/10.1093/jopart/mui027>
- Pagan, J. F., & Franklin, A. L. (2003). Understanding Variation in the Practice of Employee Discipline. *Review of Public Personnel Administration*, 23(1), 61–77. <https://doi.org/10.1177/0734371X02250113>
- Pakaya, S. (2020). Pengaruh Budaya Kerja dan Kepemimpinan terhadap Disiplin Kerja Pegawai pada Dinas Pendidikan Kota Gorontalo. *Journal of Technopreneurship on Economics and Business Review*, 2(1), 21–32.
- Pate, L. E. (1978). Cognitive Versus Reinforcement Views of Intrinsic Motivation. *Academy of Management Review*, 3(3), 505–514. <https://doi.org/10.5465/amr.1978.4305741>
- Puspaningrum, D., Adji, S., & Kristiyana, N. (2019). Pengaruh Penerapan Sistem Absensi Fingerprint, Motivasi Kerja, dan Kepemimpinan terhadap Disiplin Kerja Karyawan. *ISOQUANT: Jurnal Ekonomi, Manajemen Dan Akuntansi*, 3(2), 35–44.
- Rahayu, S. (2020). The Effect of Transformational Leadership on Work Discipline and Employee Performance. *International Journal for Innovative Research in Multidisciplinary Field*, 6(2), 250–253.
- Rahmi, A., Achmad, G. N., & Adhimursandi, D. (2020). The Effect of Leadership and Empowerment Style and Motivation on Work Discipline and Employee Performance in Sungai Kunjang Subdistrict, Samarinda City. *International Journal of Business and Management Invention (IJBMI)*, 9(3), 8–14.
- Ramadhan, R., Hendriani, S., & Efni, Y. (2019). Pengaruh Budaya Organisasi, Kepemimpinan an Kompensasi Non Finansial terhadap Disiplin Kerja Serta Implikasinya Pada Kinerja Anggota Satuan Polisi Pamong Praja Provinsi Riau. *Jurnal Tepak Manajemen Bisnis*, 11(1), 189–209.
- Riduansyah, R. (2019). Faktor-Faktor Yang Berdampak Terhadap Disiplin Kerja Pegawai. *Prosiding FRIMA (Festival Riset Ilmiah Manajemen Dan Akuntansi)*, 2, 653–665.
- Robbins, S. P., & Judge, T. A. (2011). *Perilaku Organisasi* (12th ed.). Jakarta: Salemba Empat.
- Robertson-Snape, F. (1999). Corruption, collusion and nepotism in Indonesia. *Third World Quarterly*, 20(3), 589–602. <https://doi.org/10.1080/01436599913703>

- Rosalina, M., & Wati, L. N. (2020). Pengaruh Gaya Kepemimpinan Terhadap Disiplin Kerja Dan Dampaknya Terhadap Kinerja Karyawan. *Jurnal Ekobis: Ekonomi Bisnis & Manajemen*, 10(1), 18–32.
- Roslinda, E. (2016). Pengaruh Kemampuan dan Kepuasan Kerja Terhadap Disiplin Kerja dan Dampaknya Pada Kinerja Pegawai Badan Kepegawaian Daerah Provinsi Kalimantan Barat. *Equator Journal of Management and Entrepreneurship (EJME)*, 4(3).
- Samsuri. (2018). Pengaruh Disiplin Kerja terhadap Kinerja Pegawai Kantor Unit Penyelenggaraan Bandar Udara Torea Kabupaten Fakfak. *Jurnal Ekonomi Peluang*, XII(2), 442–462.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business A Skill-Building Approach* (17th ed.). New York: John Wiley & Sons.
- Simorangkir, A. C., Pakpahan, B. A. S., & Ariawan, S. (2021). The Role of Leadership In Improving Employee Discipline. *Jurnal Christian Humaniora*, 5(1), 125–132.
- Sipahutar, H. (2018). Pengaruh Kepuasan dan Kemampuan terhadap Disiplin Kerja dan Dampaknya terhadap Kinerja Pegawai (Studi pada STIE Al Washliyah Sibolga/Tapanuli Tengah). *Warta Dharmawangsa*, 55, 1–20.
- Syamsidar, S., Hakim, L., & Malik, I. (2021). Pengaruh Kompetensi Terhadap Disiplin Kerja Pegawai Di Dinas Kependudukan Dan Catatan Sipil Kabupaten Enrekang. *Kajian Ilmiah Mahasiswa Administrasi Publik (KIMAP)*, 2(1), 126–139.
- Umar, Farida, U., Tamsah, H., Kaplale, R., Bin-Tahir, S. Z., Umanailo, M. C. B., & Palembang, Y. (2021). Public Service Motivation through Responsibility and Reward and Punishment and Its Impact on Discipline of Regional Secretariat Employees. *Proceedings of the 11th Annual International Conference on Industrial Engineering and Operations Management Singapore*.
- Wahyuningrum, S. N., & Sudarso, Y. (2020). Pengaruh Lingkungan Kerja Non Fisik, Reward dan Punishment terhadap Disiplin Kerja Karyawan. *Prosiding Seminar Nasional Terapan Riset Inovatif (SENTRINOV)*, 6(2), 164–172.
- Wardani, B. D. P., & Riyanto, S. (2019). The Influence of Motivation, Discipline and Work Environment on the Performance of The Inspectorate of Government Internal Supervisory Apparatus Bekasi District. *International Journal of Innovative Science and Research Technology*, 4(5), 956–964.
- Wihantoro, Y., Lowe, A., Cooper, S., & Manochin, M. (2015). Bureaucratic reform in post-Asian Crisis Indonesia: The Directorate General of Tax. *Critical Perspectives on Accounting*, 31, 44–63. <https://doi.org/10.1016/j.cpa.2015.04.002>
- Yunita, Y., & Ibrahim, M. B. H. (2018). Kompensasi Terhadap Kinerja Pegawai Dengan Komitmen Pegawai Sebagai Variabel Mediasi (Studi Pada Kantor Unit Penyelenggara Bandar Udara Kelas I Utama Sentani Di Jayapura). *The Journal of Business and Management Research*, 1(1), 37–45.
- Yusuf, R. K., Sjarlis, S., & Rahim, D. R. (2020). Pengaruh Kompensasi Dan Motivasi iKerja Terhadap Kinerja Pegawai Melalui Disiplin Kerja Pegawai Di Kecamatan Pasimarannu Kabupaten Kepulauan Selayar. *Jurnal Magister Manajemen Nobel Indonesia*, 1(2), 219–232.