

The Effect of Job Training, Reward, and Punishment on Employee Work Performance at the Indonesian Harmoni Healthy Traditional Health Center

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Abstract

Employee work performance is still a specific problem for each agency. The preliminary study on 1 staff manager that the number of customer visits has decreased in the last 3 years, in 2019 (552 people), 2020 (513 people), and 2021 (486 people), the satisfaction of 5 customers was 68% satisfied, 32% dissatisfied. The aim is to analyze the effect of job training, reward, and punishment on work performance. Methods one group pre-post test. The population was all employees at the Indonesian Harmoni Healthy Traditional Health Center, Malang including 10 therapists, 4 administrative officers, 2 cleaning services, total sampling, questionnaire, interview sheets, Wilcoxon using SPSS V.16. The results that the age of respondents was 20-35 years (56.2%), therapists 62.5%, male sex (62.5%), the employee's work experience <5 years (56.2%), work performance before training was bad (75%) after that was good (81.2%); work performance before giving rewards, punishments were bad (75%) after that was good (81.2%). The results showed work performance before or after job training ($p=0.003$), before, and after giving rewards, punishment ($p=0.003$). The conclusion showed the provision of training effects, rewards, punishments are significant. Therefore, the importance of human resources management which good as an effort to improve work performance.

Keywords

job training; reward; punishment; work performance; employees



I. Introduction

Humans are the driving agents of a resource, while human resources have an important role in an organization (Harida, 2015). There are 2 types of companies or agencies including goods providers and service providers. In providing goods and services, innovation and good performance are needed, so the organization providing goods and services needs to be responsive to various changes. This is intended so that an organization or agency and company continue to exist (Tewal, Mandey and Rattu, 2017).

For a company to survive for all time and be more advanced, there are several indicators of success benchmarks that must be met, including increasing sales volumes, increasing consumers, achieving break event points (BEP), and generating cost of living, and profits. In addition, the importance of having commitment and integrity in organizing the company (Salsabila and Hermana, 2021).

The progress of the company can also be measured by the work performance of employees. Work performance are the results of work achieved by a person by following his authority and responsibility and how much to contribute to a company. A person's work performance is a benchmark for success in achieving the goals of a company. One form of

work performance is good work productivity, a high discipline attitude, and successful behavior in achieving the targets set by the company. Employee work performance needs to be measured periodically, at least once every year, and this performance assessment is designed at the beginning and evaluated at the end of each year (Salsabila and Hermana, 2021).

Based on preliminary study data conducted on February 8, 2022; to one of the staff managers at the Indonesian Harmony Traditional Health Center, Malang by interview, it is known that employee work performance began to decline. This is shown by the number of customer visits to the clinic has decreased in the last 3 years. In 2019, there were 552 customer visits utilizing traditional health services, in 2020 there were 513 people, and in 2021 there were 486 people. The results of measuring customer satisfaction to 5 people by interview were found to be 68% satisfied and 32% unsatisfied.

Factors causing customer unsatisfied are employee communication, and service waiting time, while the causal factors that affect company productivity are due to factors such as employee education level, employee work performance, motivation, selling value factors, and waiting for time (Kolbiyah et al., 2021; Paais and Pattiruhu, 2020), as well as factors that affect employee work performance, namely leadership, salaries, whether or not rewards and punishments are given, discipline, work experience, job training, abilities, psychological factors, environment (Harida, 2015).

The impact of declining employee work performance is the lack of customer satisfaction, the number of consumer visits, and the company's cost of living as well as company profits (Susanti, 2017).

Efforts that can be made by the company to improve employee work performance include the company's commitment to providing rewards and punishments or providing non-financial and financial compensation, including employees in training according to their respective scientific fields (Prakoso and Nugraheni, 2015).

Organizational commitment is the degree to which employees trust and accept goals and do not leave the company (Salsabila and Hermana, 2021). Rewarding is a form of appreciation given by the company to employees in the form of both financial and non-financial as a form of reward for the work that has been done and punishment is a sanction or punishment given by the company to employees for the work that has been done (Damayanti, Susilaningih and Sumaryati, 2013). Training is a process of providing teaching in the form of skills to improve the ability to carry out the work of each individual by following their duties and responsibilities (Harida, 2015).

Several studies that have been conducted on compensation, and leadership on employee performance include research (Prakoso and Nugraheni, 2015) that compensation has an influence on employee performance by 59.5%, while 40.5% comes from other factors that have not been explained in the study. Research on compensation, and work motivation on employee performance according to (Damayanti, Susilaningih and Sumaryati, 2013) that performance and motivation have a positive influence on employee performance. Research (Kolbiyah et al., 2021) on employee performance: a review of compensation and work performance is known that there is an effect of compensation and work performance on employee performance.

Furthermore, according to (Harida, 2015) that training and leadership have a contribution of 45.9%, while 54.1% comes from other factors. The difference between this research and the previous research is that the form of training provided is adjusted to the field of expertise of each employee and the measurement of the commitment to providing rewards and punishments in the form of finance.

The aim of this study is to analyze the effect of job training, reward, and punishment on employee work performance at the Indonesian Harmony Traditional Health Center, Malang.

II. Research Methods

The design of this study used a pre-experimental type of one-group pre-test post-test. The population is all employees at the Indonesian Traditional Health Center Healthy Harmony, Malang with details 10 therapists, 4 administrative officers, and 2 cleaning services. Sampling technique in total sampling. The study sample was 16 people. The free variables in this study are job training, reward, and punishment, while the variables depending on in this study are employee work performance.

Before the research was conducted, the research protocol was carried out an ethical review at STIKes Hafshawaty Pesantren Zainul Hasan with the number SK KEPK / 018 / STIKes-HPZH/ II / 2022. Data collection was carried out by researchers by inviting respondents to the Indonesian Harmoni Traditional Health Center, then explaining the research procedures, and providing informed consent sheets. Data collection is carried out by collecting data on employee characteristics in the form of age, gender, employment status, and work experience using questionnaires. For employee work performance variables, it is measured using interview sheets to managers with stages before and after being given interventions in the form of job training according to their respective fields and assessing work performed before and after the provision of rewards and punishments in the form of finances that have been mutually agreed upon in the meeting forum. Indicators of employee work performance assessment include time discipline, attitudes and skills in communicating with customers, work completion, and work success in the form of increased customer visits. Interventions in the form of training are given in 1 day to all employees, with the topic of training materials adjusted to the employment status of each employee. The job performance of post-intervention employees is measured in the next 1 month. The method of measuring work performance is carried out in the place where the employee performs his duties and responsibilities.

Furthermore, the collected data is processed and data analysis is carried out. Univariate research data analysis using frequency distribution, bivariate analysis using Wilcoxon Match Paired Test using SPSS v.16.

III. Results and Discussion

3.1 Description of Research Result Data

Based on employee characteristics data in 16 respondents that most of the respondents' ages were between 20-35 years, namely 9 people (56.2%), and the employment status of most employees was as therapist amount of 10 people (62.5%), the gender was mostly male amount of 10 people (62.5%), the work experience of employees was mostly < 5 years, namely 9 people (56.2%), most of the employee's work performance before being given training was bad amount of 12 people (75%), while the work performance of employees after being given training, almost all of them had good work performance of 13 people (81.2%); while the work performance of employees measured before giving rewards and punishments is known to be amount of 12 people have bad employee work performance (75%) and after being given rewards and punishments, namely amount of 13 people (81.2%) employees have good work performance (Table 1).

Based on the results of the Wilcoxon Match Paired Test analysis between work performance before and after being given job training obtained a value of $p = 0.003$, as well as between before and after being given rewards and punishments obtained a value of $p = 0.003$. (Table 2).

Table 1. Characteristics of Respondent

Characteristics of Respondent	n=16	%
Age (y.o)		
20-35	9	56.2
>35	7	43.8
Employment status		
Therapist	10	62.5
Administrative Officer	4	25.0
Cleaning service	2	12.5
Sex		
Male	10	62.5
Female	6	37.5
Work experience (years)		
<5	9	56.2
>5	7	43.8
Work Performance Before Training		
Good	4	25.0
Bad	12	75.0
Work Performance After Training		
Good	13	81.2
Bad	3	18.8
Work Performance Before being Given <i>Reward & Punishment</i>		
Good	4	25.0
Bad	12	75.0
Work Performance After being Given <i>Reward & Punishment</i>		
Good	13	81.2
Bad	3	18.8

Table 2. The Effect of Job Training, Reward and Punishment on Employee Work Performance

Variable	p ($\alpha=0.05$)
Work Performance Before and After being Given Training	0.003
Work Performance Before and After being Given <i>reward and punishment</i>	0.003

3.2 Discussion

a. The Effect of Job Training on Employee Work Performance

The results of the study in table 2 showed that job training significantly affects employee work performance.

Training is part of management in developing human resources because by being given training, employees can hone their abilities or improve their skills (Harida, 2015). Furthermore, what is meant by work performance is the real work shown by employees by following their duties and functions in an agency. Employee work performance measured reflects the quality, quantity, capability, and innovation of an employee (Citra *et al.*, 2014).

Factors that affect employee work performance are transformational, transactional, participatory leadership styles, internal and external politics, leadership and employee commitment, employee motivation, innovation, employee perceptions of leader styles, and policies of related agencies (NawoseIng'ollan and Roussel, 2017; Makambe and Moeng, 2019). Other factors that can influence it are age, level of education, work experience or experience, job responsibilities, or employment status (Hasudungan, 2017).

In this study, it was found that the age of respondents was almost half (43.8%) aged >35 years, work experience <5 years (56.2%), most respondents were male (62.5%), the most work status as a therapist (62.5%).

The results of the researcher's study are by following study (Diab, 2015) that employee performance training can affect service quality. Service quality is one of the indicators to assess employee work performance. Quality service can provide satisfaction to customers so that they return to take advantage of the services provided.

Furthermore, the work performance of employees is also influenced by age, work experience, duties, and responsibilities that exceed a person's work capacity (Hasudungan, 2017). Young age is known to have higher innovation compared to older age, so this can affect the productivity and work performance of individuals. In addition to the age factor, individuals who have more experience in the field of work they are engaged in, are known to be able to improve their work performance, as well as work status by following their field of expertise or capacities.

In addition to the characteristics of the respondents above, gender is known to affect employee performance. The female sex performs better compared to the male sex (Sapariah, 2015). Women are known to be more diligent compared to men and have high resistance compared to men.

Based on the results of this study, good work performance can increase if employees are given training, recruiting employees at a younger age, but have a lot of experience according to their field of expertise and academic qualifications. In addition, female employees are known to be more skilled and have high resilience, although not all female employees have these characteristics.

b. The Effect of Reward and Punishment on Employee Work Performance

The results of the table 2 study are known that the provision of rewards and punishments significantly affects employee work performance.

To foster employee spirit, it is necessary to provide rewards and punishments (Pramesti, Sambul and Rumawas, 2019). The Reward can be interpreted as a form of appreciation received by employees from leaders both in financial and non-financial firms in the form of praise and so on. Meanwhile, punishment is a form of punishment or sanction received by employees because their duties and responsibilities are not carried out properly and have not reached the targets set by the company or agency where they work (Damayanti, Susilaningsih and Sumaryati, 2013).

Reward and punishment factors are essential factors that can affect employee performance or work performance. This is by following the results of study (Kolbiyah *et al.*, 2021) that employees who get compensation in the form of rewards are known to have good performance. The amount of reward indicates the recognition of the owner or company leader for their performance or work performance, especially financial.

The greater of reward given by the leadership to employees, it will be useful to meet the needs of their lives and or the family that is being supported. The provision of improper salaries or salaries can affect the internal satisfaction of employees so it can reduce employee performance.

In addition to providing rewards, companies also need to provide punishment, especially in the form of non-financial. The provision of financial punishment can affect the internal satisfaction of employees so it can reduce their productivity (An *et al.*, 2019)

This is by following study (Pramesti, Sambul and Rumawas, 2019) that it is necessary to implement human resource management (HRM) and apply the concept of the role of managing companies or agencies through reward and punishment techniques.

Based on the results of this study, the provision of rewards and punishments in a balanced manner by following the main duties and functions of each employee, and values by following salary standards will provide employees with a positive concept and perception of leadership models that can improve the work performance of employees.

IV. Conclusion

The provision of training is known to have a significant effect on employee work performance and the company's commitment to providing rewards and punishments in the form of finances also significant affects the work performance of employees at the Indonesian Traditional Healthy Health Center harmony, Malang. In addition, various characteristics of respondents, including age, employment status, gender, and work experience of employees can also be other factors that affect work performance.

The weakness of this study is that there needs to be a comparison group as an indicator to measure the success of the study and more valid study results, increase the number of study respondents and the intervention process is carried out within a minimum period of 6 months which can be carried out by subsequent researchers. According to the theory of behavior change, a person's behavior will be sedentary after being given intervention or observation for at least 6 months.

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