



Effect of Work Environment, Reward, Punishment and Work Discipline on Organizational Commitment (Study on Employees of the Regional Financial Management Agency of Tambrauw Regency, West Papua Province)

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ABSTRACT

This study aims to analyze the effect of the work environment, reward, punishment and work discipline on organizational commitment to employees of the Regional Financial Management Agency Office of Tambrauw Regency, West Papua Province in 2020. This research is associative. The research method used is a survey method through the provision of questionnaires. The population in the study amounted to 43 respondents consisting of all employees of the Regional Financial Management Agency Office of Tambrauw Regency, Papua Province. The number of samples in this study amounted to 37 people. The sampling technique used is census.

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Based on the results of research analyzed through multiple linear regression, work environment (X1), reward (X2), punishment (X4) and work discipline (X4) have a simultaneous effect on organizational commitment. While partially, the work environment (X1), reward (X2), and punishment (X4) have a positive and insignificant effect on organizational commitment, and the work discipline variable (X4) has a positive and significant effect on organizational commitment. employees of the Regional Financial Management Agency Office of Tambrauw Regency, West Papua Province in 2020.

PRELIMINARY

Rewards is a form of appreciation for efforts to get a professional workforce in accordance with the demands of the position required a balanced development, which is an effort to plan, organizing, using, and maintaining the workforce so that they are able to carry out their duties effectively and efficiently. As a real step in the results of coaching, there is a reward for employees who have shown good work performance (Handoko, 2012).

According to Davis in Mangkunegara, (2013), rewards in companies are often in the form of giving in the form of a charter and some money from the company for employees who have achievements. There are also companies that provide rewards to employees for years of service and His dedication can be used as an example for other employees. Giving rewards aims to motivate passion and loyalty to the company.

Giving these rewards is the company's effort in providing remuneration for the work of employees, so that it can encourage employees to work harder and have potential. Employees need a reward when their work has met or even exceeded the standards set by the company. This reward can be a compliment. Not only employees who make mistakes get curses from the leadership.

Reward Forms

According to Ivancevich, et.al (2010) rewards are divided into two types, namely:

1. Extrinsic rewards are rewards that comes from outside the person. Can be:

a. Salary and wages.

Salary is remuneration in the form of money received by an employee as a consequence of his position as an employee who contributes energy and thoughts in achieving company goals or can be said to be a fixed fee received by someone from a company. Wages are rewards paid based on hours worked, the number of goods produced or the number of services provided.

b. Employee benefits such as pension funds, hospitalization and vacations. In general, this is something that is not related to employee performance, but is based on seniority or attendance records.

c. Bonuses/incentives are additional rewards above or beyond the salary/wages provided by the organization.

2. Non-financial awards:

a. Interpersonal rewards Or commonly called interpersonal rewards, managers have a number of powers to distribute interpersonal rewards, such as status and recognition.

b. Promotion Managers use promotion awards as an attempt to put the right people in the right jobs. Performance, when measured accurately, often provides significant consideration in the allocation of promotional rewards.

Reward Indicators

According to Mahmudi (2013) reward is an award given to those who can work beyond predetermined standards, with the following indicators:

1. Salary and Bonus

Salary is a very important reward component for salary employees, in this case it includes basic salary and additional financial compensation in the form of bonuses and shares (stock options or stock grants). The provision of salaries and additional compensation in the form of bonuses can motivate employees

to continue to improve their performance. Rewards for high performance can be given in the form of salary increases and bonuses.

2. Well-being

Welfare can be measured in value. Various employee welfare programs are offered by the organization as a form of reward for work presentations, for example, in the form of allowances (position allowances, employment benefits, health, children's education allowance, family allowance and old age allowance) and spiritual welfare (recreation, vacation, worship packages and so on).

3. Career Development

Career development is a performance prospect in the future. Career development is important given to employees who have satisfactory work performance so that the employee's value is higher so that they are able to provide even better performance in the future.

4. Psychological and social rewards

Psychological and social rewards are more difficult to measure in terms of financial value, but the value of this award is important for employees because every employee wants to be accepted and appreciated for their work. Some of the psychological and social rewards, for example.

Punishment

Definition of Punishment

According to Hasibuan (2017) Punishment is a an act, in which we consciously and intentionally bring sorrow to others, both in terms of physical and spiritual aspects of the other person. have weaknesses when compared to ourselves, and because of that then we have a responsibility to guide it and protect it. According to Mangkunegara (2013). Punishment is a threat of punishment that aims to improve the performance of violators' employees, maintain applicable regulations and provide lessons to violators.

In certain conditions, the use of punishment can be more effective in changing the behavior of deviant employees because the application of punishment is intended to have a deterrent effect on violators. According to Sardiman (2014) Punishment is a form of negative reinforcement that becomes a motivational tool if it is given appropriately and wisely in accordance with the principles of punishment.

According toFahmi (2017) Punishment is a sanction received by an employee because of his inability to do or carry out work as ordered. Every job that is assigned to an employee is in accordance with the provisions that were confirmed at the very beginning when the employee worked at the company, especially when the employee signed an agreement of willingness to be willing to work in accordance with the orders from the decree outlined. In a company activity, punishment is a common activity, because punishment aims to discipline every employee to act in accordance with the rules and procedures of behavior that have been set by the company.

Purpose of Punishment

According to Fahmi (2017), punishment in an organization does not less important because there will be regularity in forming an organization with strong discipline and high responsibility to create a good personality for each member of the organization is the purpose of punishment. An important purpose of punishment which plays a major role in the formation of the expected behavior is to limit behavior. Punishment prevents the repetition of unwanted behavior, is educational and strengthens the motivation

to avoid unwanted behavior.

Punishment Indicator

According to Rivai (2014) there are several indicators of punishment. The indicators are:

1. Light punishment, of the following types:
 - a. Verbal warning to the employee concerned
 - b. Written warning
 - c. Dissatisfied statement in writing
2. Moderate punishment, of the following types:
 - a. Salary increase delay
 - b. Payroll deductions
 - c. Delayed promotion
3. Severe punishment, with the type:
 - a. Release from office
 - b. Dismissal/Termination of employment.

Influence between Variables

According to Nitisemito (2010) defines the work environment as everything that is around the workers that can affect him in carrying out the tasks assigned. The work environment in a company will have a direct influence on the commitment of company employees who work for the company. So the immediate benefits are increased job satisfaction and commitment to the organization among employees, increased productivity and increased organizational effectiveness (eg, profitability, achievement of company goals).

Organizational commitment is also influenced by the environment in which an employee works. If the work environment is less supportive, for example, lack of facilities, less harmonious working relationships, lack of social security and security, then automatically the employee's commitment to the organization will fade (Herjani and Bernarto, 2018). This is supported by the results of research conducted by Alvina and Djastuti (2018) which states that the physical environment is positively related to employee commitment. In addition, this study also revealed the results of other studies which stated that the provision of inadequate equipment and poor working conditions affected employee commitment and intention to remain in the organization (McGuire and McLaren, 2009 in Siregar 2020). From a security perspective,

Rewards and Punishment of Organizational Commitment

Simamora (2015) said that the reward system was created to increase employee productivity, improve work discipline, and reduce employee absenteeism, increase loyalty and reduce employee turnover, provide peace, security, health, employee welfare, improve physical, mental, and social conditions. employee attitudes, reduce conflict and create a harmonious atmosphere and streamline employee procurement.

The results of the research by Yudhaningsih et.al (2016) stated that the reward system and punishment have a significant effect on organizational commitment. Likewise, research from Mahendra and Subudi (2019) and Research from Martin (2020) and research from Mayangsari (tt).

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Work Discipline on Organizational Commitment

According to Mangkunegara (2013) work discipline can be interpreted as the implementation of management to reinforce organizational guidelines. So it can be stated that the higher the employee's work discipline in obeying the rules in the organization, the higher the organizational commitment will be. Research conducted

by Arjunawati (2021) and Hasan (2020) and Liana and Irawati (2014) explain that there is a significant impact between work discipline is significantly influenced by organizational commitment, so from this explanation, work discipline is very influential on organizational commitment.

RESEARCH METHODS

This research was conducted to determine the effect of Work Environment, Reward, Punishment, and work discipline on Organizational Commitment. Thus this research is an associative research. According to Sugiyono (2018) associative research, namely: Research that aims to determine the effect or relationship between two or more variables. The research location is at the Regional Financial Management Agency Office, Tambrauw Regency, West Papua Province.

The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2018). The population in this study were all employees of the Regional Financial Management Agency Office of Tambrauw Regency, West Papua Province which amounted to 43 people. The sampling technique in this research is census or saturated sampling where the entire population becomes the research sample. Furthermore, the data analyzed amounted to 37 people, because 6 people were not at the location when data collection was carried out.

The data used in this study are qualitative and quantitative.

a. Qualitative data, namely data presented in the form of verbal words not in the form of numbers. The qualitative data in this study is a general description of the research object, including: History of the establishment of the Regional Financial Management Agency Office of Tambrauw Regency, Vision and Mission, Organizational Structure, and Main Duties and Functions.

b. Quantitative data is a type of data that can be measured or calculated directly, in the form of information or explanation expressed in numbers or in the form of numbers, in this case questionnaire data.

Sources of data in this study researchers used sourced from:

a. Primary data sources, namely data directly collected by researchers from the first source (respondents).

b. Secondary data sources, namely data directly collected by researchers from the Office of the Regional Financial Management Agency of Tambrauw . Regency

Multiple Linear Regression Analysis

Data analysis in this study was carried out using multiple linear regression analysis. Multiple regression analysis is used to predict how the condition (increase and decrease) of the dependent variable, if two or more independent variables as predictors are manipulated (increase in value). So multiple regression analysis will be carried out if the number of independent variables is at least two. The multiple regression equation is as follows (Sugiyono, 2018):

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \varepsilon$$

Where:

- Y = Organizational Commitment
 a = constant, the value of Y if X = 0
 b = multiple linear regression coefficient
 ε = Error Term
 X1 = Work environment
 X2 = *Rewards*
 X3 = *Punishment*
 X4 = Work Discipline

Test Coefficient of Determination

According to Sarwono (2015) the Coefficient of Determination is used to calculate the magnitude of the role or influence of the independent variable (variable X) on the dependent variable (variable Y). The coefficient of determination is calculated by squaring the correlation result then multiplied by 100%. The formula used is as follows:

Information :

$$KD = r^2 \times 100\%$$

KD = Coefficient of determination

r^2 = Correlation coefficient

Definition of Operational Variables and Measurement Indicators

The operational definition of research variables is an explanation of each variable used in research on the indicators that make it up. The operational definitions of variables and indicators used in this study are as follows:

1. Independent Variable (Independent Variable)

The independent variable is a variable that affects or is the cause of the change or occurrence of the dependent variable. The independent variables in this study consisted of three variables, namely:

a. Work Environment (X1)

The work environment in this study refers to the opinion of Nitisemito (2010), namely: everything around the workers that can affect him in carrying out the tasks assigned. The work environment indicators used in this study refer to Siagian (2016), where in general the work environment consists of:

- Physical work environment, namely:

1. Workplace building
2. Workspace
3. Ventilation
4. Equipment
5. Rest area
6. Worship place

7. Means of transportation

b. *Rewards (X2)*

Rewards is a form of appreciation for the effort to get professional employees in accordance with the demands of the position, a balanced coaching is needed, namely a business activity of planning, organizing, using, and maintaining the workforce so that they are able to carry out their duties effectively and efficiently.

Indicator *Rewards* refers to the indicators proposed by Mahmudi (2013) that is:

1. Salary/bonus
2. Well-being
3. Career development
4. Psychological and social rewards

c. *Punishment (X3)*

Rewards that aim to improve the performance of violators' employees, maintain applicable regulations and provide lessons to violators. The Punishment indicator refers to the indicators proposed by (Rivai, 2014) that is:

1. Light punishment
2. Moderate punishment
3. Severe punishment

d. *Work Discipline (I)*

Work Discipline (I) in this study is defined as the employee's sense of responsibility for the tasks assigned to him. Indicators that can be used to measure employee discipline variables are sourced from Siswanto (2010), namely:

1. Attendance frequency
2. Alert level
3. Adherence to work standards
4. Compliance with work regulations
5. work ethic

3. Bound Variable (Dependent Variable)

The dependent variable is the variable that is affected because of the independent variable. The dependent variables used in this study are:

Organizational Commitment (Y)

Agreements between individuals in this case employees are binding and lead to the overall goals of the organization. There are three indicators used according to Allen and Meyer in Darmawan, (2013) that is:

1) Affective Commitment

2) Normative commitment

3) Continuance Commitment

RESULTS

Multiple Linear Regression Test Results

Regression Equation

Based on Table 5.8 above, by looking at the beta coefficient (β) for each variable, the resulting multiple regression equation is as follows: $Y = 1.232 + 0.411 X_1 + 0.016 X_2 + 0.027 X_3 + 0.0286 X_4$

From the multiple regression equation above, it can be informed that: $a = 1.232$ is a constant, which means that if the independent variable is if X_1 , X_2 , X_3 , and X_4 are equal to zero, then organizational commitment (Y) is 1.232.

The coefficient $b_1 = 0.411$ is the magnitude of the coefficient of the work environment variable (X_1), which means that every increase in the work environment unit (X_1) will increase organizational commitment (Y) by 0.411 assuming the variables of reward (X_2), punishment (X_3) and work discipline (X_4) is assumed to be constant.

The coefficient $b_2 = 0.016$ is the magnitude of the coefficient of the reward variable (X_2), which means that each increase in the reward unit (X_2) will increase organizational commitment (Y) by 0.016 assuming the variables of work environment (X_1), punishment (X_3) and work discipline (X_4) is assumed to be constant.

The coefficient $b_3 = 0.027$ is the magnitude of the variable coefficient of punishment (X_3), which means that each increase in the punishment unit (X_3) will increase organizational commitment (Y) by 0.027 assuming the variables of work environment (X_1), reward (X_2), and work discipline (X_4) is assumed to be constant.

The coefficient $b_4 = 0.286$ is the magnitude of the work discipline variable coefficient (X_4), which means that every increase in the work discipline unit (X_4) will increase organizational commitment (Y) by 0.286 assuming the work environment variables (X_1), reward (X_2), and punishment (X_3) is assumed to be constant.

The results of the study stated that the work environment had a positive and insignificant effect on organizational commitment. This means that the better the work environment, the better the organizational commitment shown by employees.

The results of this study are in accordance with research conducted by: Maryati (2014) mentions that there are many factors that affect work comfort, one of which can be created through planning a good office physical environment, because the physical office environment will directly come into contact with our bodies, through the five senses and then flow into the heart. Also in accordance with the research proposed by Subagyo (2014) conducted on university lecturers showed that the work environment had a positive effect on organizational commitment. Then another study conducted on company employees revealed that the work environment also had a positive effect on organizational commitment (Siregar, 2020; Herjany and Bernanto, 2018; Alvina and Djastuti, 2018).

The work environment is everything that is around employees at work, both physical and non-physical, which can affect employees in carrying out the tasks assigned to them and can improve the morale and

performance of the employees themselves. The work environment in an organization is important to note. The work environment can be seen from the physical (sufficient lighting, good air temperature, noise, coloring, sufficient space for movement, security) and non-physical work environment (relationships between employees and employees with superiors). A good work environment is needed in organizations to assist employees in carrying out their duties properly. A conducive work environment will encourage organizations to be more effective in carrying out their duties.

While organizational commitment reflects how an individual identifies with the organization and is bound by its goals. Employees who have a high commitment will be able to see from their work performance. This is evidenced by the strong desire of employees to be involved in organizational activities.

Thus the work environment for a company is very important to help the smooth running of a company. This is because the work environment is closely related to the ability or work power in producing production, such as the use of lighting for work spaces and work equipment. By improving a conducive work environment in the organization, it will increase employee comfort in working which has an impact on the growth of commitment to the organization.

The Effect of Rewards on Organizational Commitment

The results of the study stated that the reward had a significant positive effect on organizational commitment. This means that the better the reward system is carried out, the better the organizational commitment shown by employees.

The results of this study are in accordance with research conducted by: Mahendra and Subudi (2019); Martin (2020); Yudhaningsih et.al (2016) which states that there is a positive and significant effect of reward on organizational commitment.

Rewards is very important for employees. The amount of the reward shows a measure of the value of the work contributed by an employee to the organization where he works. The reward system is also important because it shows the organization's efforts to maintain HR or in other words, so that employees have high loyalty and commitment to the organization where they work.

Rewards believed to be one of the determining factors to motivate employees to increase productivity so as to produce good performance. Lina (2014) states that rewards are all forms of financial or non-financial returns that employees get due to services donated to the organization. Rewards can be financial in the form of salaries, wages, bonuses, commissions, employee insurance, employee social assistance, benefits, holidays or paid leave, and so on. Non-financial rewards such as promotion opportunities, recognition and others.

Rewards received by employees, of course, will continue to be evaluated. The goal is to provide a stimulus to employees who excel and reward employees with poor performance. Rewards received by employees from remuneration for the work they do certainly have certain goals and purposes. The purpose of providing incentives is obtaining employees with good quality work, retaining qualified employees so as not to move to other places, ensuring justice for each employee, respecting behavior, controlling operational costs, following legal regulations, facilitating understanding and increasing administrative efficiency (Rivai 2014).

The Effect of Punishment on Organizational Commitment

The results of the study stated that punishment had a positive and insignificant effect on organizational commitment. This means that the level of organizational commitment shown by employees is

influenced by the punishment given.

Punishment According to Purwanto in Purnama, (2015) is suffering that is given or inflicted intentionally by someone after a violation, crime, or mistake has occurred. Based on the results of the employee's work, the leadership can provide rewards and punishments to the employee to determine the employee who excels or not. The leadership or staffing section cannot determine only through a glance but with a careful assessment. Thus, it can provide proper remuneration which is assessed by the leadership or staffing section. Where reward and punishment are very influential on work commitment. For this reason, the company needs to know the weaknesses and strengths of employees as a basis for maintaining work commitments.

While organizational commitment speaks of a strong belief in and acceptance of the values and goals of the organization, a willingness to devote one's ability to achieve organizational goals, and a strong desire to maintain membership in the organization.

Thus, employees who receive punishment will find it difficult to devote their abilities to achieve organizational goals, and have a strong desire to maintain membership in the organization.

CONCLUSION

Based on the results of data analysis, the following conclusions were obtained:

1. The work environment has no significant positive effect on organizational commitment to the employees of the Regional Financial Management Agency Office of Tambrau Regency, West Papua Province.
2. *Rewards* no significant positive effect on organizational commitment to employees of the Regional Financial Management Agency Office of Tambrau Regency, West Papua Province.

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