

The Effect of Rewards and Punishment on the Performance of Employees in Industrial Sector Companies

Rewards and
Punishment

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ABSTRACT

Employee performance is a fundamental basis for improving company productivity. Advancing a company requires not only adequate facilities, sophisticated technology, and smooth financial systems, but also high-quality human resources through the implementation of rewards and punishments. Therefore, this research was conducted to determine how rewards and punishments partially and simultaneously affect employee performance and whether any of these independent variables have a dominant influence on employee performance at CV. Rizki Alam Jaya, Sidoarjo Branch. Data collection methods included questionnaires, field studies, and literature studies, with a sample of 40 employees. A quantitative approach was used, and the data were analyzed using SPSS 20 software. The results from the t-test showed that the reward variable has a partial impact on employee performance, as does the punishment variable. Based on the highest value, the reward variable has a dominant impact on employee performance. Meanwhile, according to the F-test, the reward and punishment variables have a simultaneous impact on employee performance.

Keywords: Reward, Punishment, Company Productivity, Employee Performance

ABSTRAK

Kinerja karyawan merupakan landasan mendasar bagi peningkatan produktivitas perusahaan. Kemajuan suatu perusahaan tidak hanya memerlukan fasilitas yang memadai, teknologi yang canggih, dan sistem keuangan yang lancar, namun juga sumber daya manusia yang berkualitas melalui penerapan reward and punishment. Oleh karena itu, penelitian ini dilakukan untuk mengetahui bagaimana reward dan punishment berpengaruh secara parsial dan simultan terhadap kinerja karyawan dan apakah variabel independen tersebut mempunyai pengaruh dominan terhadap kinerja karyawan di CV. Rizki Alam Jaya Cabang Sidoarjo. Metode pengumpulan data meliputi kuesioner, studi lapangan, dan studi literatur, dengan sampel sebanyak 40 karyawan. Pendekatan kuantitatif digunakan, dan data dianalisis menggunakan perangkat lunak SPSS 20. Hasil uji t menunjukkan bahwa variabel reward berpengaruh secara parsial terhadap kinerja pegawai, begitu pula dengan variabel punishment. Berdasarkan nilai tertinggi maka variabel reward mempunyai pengaruh yang dominan terhadap kinerja pegawai. Sedangkan menurut uji F, variabel reward dan punishment mempunyai pengaruh secara simultan terhadap kinerja pegawai.

Kata kunci: Hadiah, Hukuman, Produktivitas Perusahaan, Kinerja Karyawan

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INTRODUCTION

The development of the industrial sector and the business world has resulted in a very rapid increase in competition in the business world, especially in the service sector. As a result of this continuous growth, business problems become increasingly complex because companies face increasingly challenging situations (Ellitan, 2020). The company has a goal of achieving sales of goods and services according to the specified targets and strives to achieve its goals by improving the quality of its human resources or human resources. Therefore, every type of aspect of excellence is very necessary for a business to develop its daily operations, namely creating high competitiveness, achieving its goals, and maximizing the potential of its human resources (Carvalho et al., 2021). Therefore, every type of aspect of excellence is very necessary for companies to develop their employees. The current development of the industrial sector, it is very necessary to be ready to face the challenges, obstacles and changes that occur, therefore every business or organization needs strong and stable internal resources. Therefore, in order for an industry to want to develop and be successful, it must be able to respond to every problem and solve it well and in accordance with the circumstances and conditions at issue. There are several factors that can increase a company's ability to achieve its goals, one of the crucial components is human resources (Kentjana & Nainggolan, 2018). This statement implies that human resources contribute very crucially to the company.

Reward and punishment are the most meaningful in improving employee performance. Because through rewards and punishment, employees will become highly qualified and will be responsible for everything they do with the tasks they are given. Human resources in the business sector are someone who works in an organization or is often referred to as an employee (Jawaad et al., 2019). Human resources are a very important asset that must be owned by an organization and must be paid attention to in management, because they are the ones responsible for producing goals, making innovations and achieving organizational goals. These human resources can be used as a benchmark for being able to work (Meyer & Xin, 2018). The distribution of rewards to each person must be equal to their rights and obligations. It needs to be emphasized now that rewards are not only measured using modules, but are also influenced by human relationships and organizational areas. Punishment, if used efficiently, can suppress attitudes in the organization. It could be said that punishment should be distributed after achieving a thorough and scientific review of all relevant factors in the situation that exists (Yan et al., 2021).

Likewise, companies have also implemented reward and punishment systems. Rewards to improve performance that have been implemented in CV. Rizki Alam Jaya Sidoarjo branch, namely by giving praise to employees from superiors, providing compensation, accumulating income and bonuses, as well as giving prizes to outstanding employees who have fulfilled certain conditions and criteria that have been formalized by CV. Rizki Alam Jaya Sidoarjo branch. Punishment that has been applied to CV. The Rizki Alam Jaya Sidoarjo branch, among other things, through warnings from high-ranking officials to employees who have abandoned their work duties, through messages of advice, as well as cutting income, and severe punishment in the form of termination of employment. The object in this research is CV. Rizki Alam Jaya Sidoarjo Branch, which is a construction company based and centered in Kab. Jombang Indonesia, the head office in Jombang was established in 2019 where CV. Rizki Alam Jaya has become one of the leaders in the construction industry with a main specialty in infrastructure development and large-scale commercial projects. Meanwhile CV. Rizki Alam Jaya Sidoarjo Branch was founded in 2021.

CV. Rizki Alam Jaya Sidoarjo branch is an industry that operates in the field of Civil Construction Procurement and Services which serves medium and large industries, both private and government (Ogunsanya et al., 2022). There is also work in procurement and construction services, including: Procurement of construction equipment, asphalt drums and hot mix, light steel and WF, light brick, precast concrete and backfill, as well as for civil construction work in the field of track, bridge, irrigation and office building work,

industrial warehousing, piping, electrical. Therefore CV. Rizki Alam Jaya provides innovative business solutions to its partner industries, which always prioritize quality and confidence for harmonious and long-term business continuity.

Usually, rewards are based on work evaluations, work achievements, or employee donations related to increasing industrial turnover. On the other hand, punishment in the form of punishment is given to employees who make mistakes in carrying out their work obligations (Froese et al., 2019). If rewards and punishment are carried out simultaneously and are appropriate and fair, the industry will experience positive consequences, starting from increasing employee orderliness to increasing performance which can encourage employees to work more productively. There are also various phenomena of lack of performance of CV employees. Rizki Alam Jaya Sidoarjo branch, among other things, the majority of employees have not been able to complete their tasks quickly according to the targets set by the industry. Another problem is that many employees often come to work late and also return late after their break. Not only that, employees lack initiative in working. If there are obstacles in their work, employees just wait for a solution from their superiors without trying to be proactive and help find solutions to the problem. Not only that, based on early observations, researchers guessed that the punishment system was running at CV. Rizki Alam Jaya's Sidoarjo branch is not yet efficient due to the number of employees committing repeated violations, such as being late for work. That's not the only reward given by the CV industry. Rizki Alam Jaya Sidoarjo branch is not certain to be able to satisfy and improve the performance of its employees, so further research is needed so that rewards and punishments can have an influence on CV. Rizki Alam Jaya Sidoarjo branch.

Based on the phenomenon above, and considering the importance of the Reward and Punishment method which is the main element for building employee performance, further research is needed on the Effect of Reward and Punishment on Employee Performance at CV. Rizki Alam Jaya Sidoarjo Branch. Based on the discussion of the variables above, the problem that can be taken up in this research is whether the reward and punishment variables have a partial and simultaneous influence and whether the two X variables have a dominant impact on employee performance at CV. Rizki Alam Jaya Sidoarjo Branch. This research is intended to find out whether the reward and punishment process variables have a partial and simultaneous impact on employee performance in the company.

LITERATURE REVIEW

One of the ways to encourage someone to behave well and improve their performance is through rewards. Rewards can be lessons, appreciated gifts, or, other actions. This action aims to make the recipient feel more motivated to continue to improve or increase their current level of work performance. Reward is a financial or non-financial reciprocal motive that employees have for the services provided to the company (Vesal et al., 2024). As stated by Malek et al. (2020), rewards are divided into two categories, namely: intrinsic rewards and extrinsic rewards. Extrinsic benefits or extrinsic rewards are incentives that come from outside the person who receives them, usually financial, namely salary, bonuses, allowances and can also be non-financial, namely appointment to a position. Meanwhile, intrinsic or intrinsic rewards are intensive that come from within the person who receives them (Taba, 2018). Sometimes these rewards are good results or employees feel good about themselves, because they achieve recognition, accountability and learning periods.

According to Putra & Prasetya (2018) what is meant by reward indicators are wages; Wages; Intensive; Allowance; Interpersonal Appreciation. According to Razak et al. (2018) Punishment can also be used by leaders as a tool to talk to employees so that employees can improve their behavior and advance their awareness. And the likelihood that one will comply with all appropriate company codes and social standards. Punishment, when carried out effectively and brings about change in an organization or industry. Or appropriate punishment must be given after careful and appropriate

consideration of various factors that are real to the situation that occurred. Managers or superiors can give punishments such as demotion, criticism, or being fired from work (*Pengakhiran Hubungan Kerja/PHK*) as a form of punishment. This punishment can be in the form of a reprimand, warning letter, suspension or even cancellation of the bonus in the same month. In other words, punishment can result in bonus opportunities, career advancement and promotions can be thwarted. In enforcing punishment, a company will make its employees work disciplined. Putra & Aprianti (2020) explained that the mental attitude that exists in oneself, such as a person's actions and behavior towards regulations, is work discipline. With punishment, a person will be disciplined to maintain their attitudes and actions.

According to Syafiq (2021), the punishment indicators can be explained as: Light punishment, for example: verbal and written warnings to the employees involved, as well as explanations of unwritten warnings. Moderate penalties, for example: delaying a salary increase that has been scheduled or reducing salary whose nominal value is adjusted to company regulations and delaying promotion. Severe punishments, for example: lowering the position or demotion, liberalization of the position, termination of employment at the will of the employee involved. According to Handayani & Khairi (2022), employee performance refers to the quality and quantity of work that employees have carried out when carrying out the responsibilities that have been given to them with the support distributed to them. The results of completing a task, both material and non-material. Where, within a certain period of time, each job must be evaluated to fulfill the duties stated in the job description or position. With resolution conditions, performance comes from the term work performance which is the same as that stated by Maryani et al. (2021), the word performance comes from the words job performance or actual performance which is referred to as work achievements obtained by individuals. Employee performance is defined as the level of achievement demonstrated by a worker in carrying out their work in an industry or organization in accordance with the orders of their superiors, and by fulfilling their responsibilities (Nguyen et al., 2022).

Meijerink et al. (2022) stated that performance indicators can be created to analyze the extent to which employee performance is achieved. The following are the indicators. First, Quality is measured by how competent employees are in carrying out their duties, supported by skills and abilities so that they can complete them well. Second, Quantity is measured by the number of employee units that can complete tasks faster than the company's scheduled time. Third, punctuality is measured by how quickly employees complete their tasks so they can maximize the allotted time. Fourth, effectiveness is measured by employees who can maximize resources in their use. Fifth, Independence, which can also be interpreted as independence, is an employee who works without depending on other people. From the research carried out by Amin (2021), the result is that reward does not have a significant effect, while punishment has a significant impact on the performance of employees of Bank Syariah Indonesia KC Palang Karaya 1. Likewise, research conducted by Panekenan et al. (2019) found that Reward and Punishment can simultaneously have a good and significant impact on the performance of PT employees. President of Indonesia Medan with a score of 31.6%. The conceptual framework aims to facilitate research that has been established. This conceptual framework is a way of thinking that states several variables that will be processed so that it can show the type and number of obstacles that must be addressed by this research (Palsson & Sandberg, 2020).

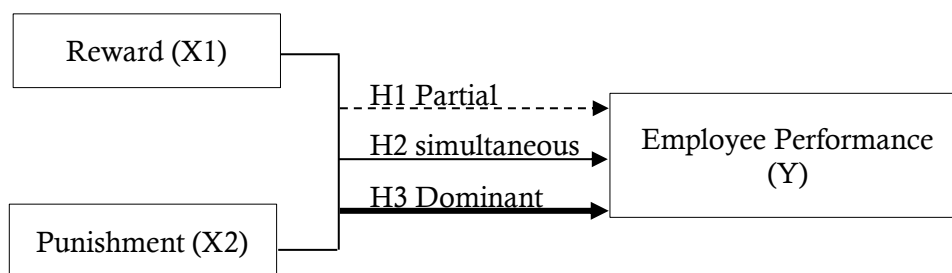


Figure 1. Hypothesis Framework

H1: Reward and punishment partially have a significant effect on employee performance

H2: Reward and punishment have a significant effect on employee performance

H3: Reward and punishment predominantly have a significant effect on employee performance

METHOD

This research uses the causal research category which will be applied to investigate the cause-and-effect relationship between variables in the context of employee performance. According to Atanta & Rizki (2018), a causal relationship is a relationship that gives rise to cause and effect between variables, where there is a dependent variable that is influenced and an independent variable that influences. This study uses a quantitative approach. Zyphur & Pierides (2020) state that the quantitative approach originates from the philosophy of positivism and is used to study limited populations or samples. Quantitative analysis is carried out on the data that has been collected to test the hypothesis that the researcher has set. Multiple linear regression is the analysis technique applied in this research, using the SPSS20 program. The population of this research is all employees CV. Rizki Alam Jaya Sidoarjo Branch, totaling 40 people. Samples were taken using non-probability techniques, namely total sampling or saturated samples, where the entire population was used as the research sample. Questionnaires were distributed manually to employees to collect data regarding rewards and punishment and their impact on employee performance.

Research data was collected in three ways: field studies (observations and interviews), literature studies (journal and book references), and questionnaires. The validity and reliability of the data were tested to ensure the suitability and reliability of the data collected. The validity test was carried out using corrected item to total correlation, and the reliability test used Cronbach's alpha value. In addition, classical assumption tests were carried out, including normality, multicollinearity and heteroscedasticity tests. Multiple linear regression tests are used to test the effect of reward and punishment on employee performance. The F test is used to determine the simultaneous influence of the independent variable on the dependent variable, and the t test is used to test the partial influence of the independent variable on the dependent variable. The coefficient of determination is used to measure the extent to which the model explains variations in the dependent variable. The results of this research will provide an understanding of the influence of reward and punishment on employee performance at CV. Rizki Alam Jaya Sidoarjo Branch.

RESULT

This research to obtain values from the sample of respondents that have been collected, the data truth technique is first carried out using validity and reliability tests and continued with classical assumption analysis, namely the normality test, multicollinearity test, heteroscedasticity test and multiple linear analysis as well as the T test and F test. Data that has been processed in SPSS for validity testing shows that 5 reward variable statement items are confirmed to be valid because they have a person correlation value of more than 0.3. Meanwhile, punishment and employee performance data obtained from 10 items are also confirmed to be correct if the person correlation value is more than 0.3.

Table 1. Reliability Test

Cronbach's Alpha	N of Item
0.943	15

The reliability test calculation shows that the Cronbach alpha value exceeds 0.6, which means that the questionnaire used and the elements taken from this variable are reliable or reliable (Suharyanto & Damayanti, 2022). Where the reward variable (X1) has a Cronbach alpha value of 0.942, Punishment (X2) 0.946, and employee performance (Y) 0.937. With a total value of 0.943 and declared stable.

Table 2. Normality test

N	Mean	40
Normal Parameters	Mean	0E-7
	Std. Deviation	1.04333091
Most Extreme Differences	Absolute	0194
	Positive	0113
	Negative	-0194
Kolmogorov-Smirnov Z		1.226
Asymp. Sig. (2-tailed)		0.099

Normality test using Kolmogorov – Smirnov obtained a significance value of 0.099 where data is declared abnormal if it is below 0.05. And from the increasing histogram data, it can be concluded that the residual values are normally distributed. This can be observed in Table 2.

Table 3. Multiple Linear Regression Tests

Variable	Model	Unst. Coef. B	Std. Error	Std. Coef. B	t	Sig.	Tolerance	VIF
Multicollinearity	(Constant)	1.457	1.202		1.212	0.233		
	Reward	0.530	0.101	0.521	5.261	0.000	0.461	2.168
	Punishment	0.382	0.082	0.459	4.640	0.000	0.461	2.168
Heteroscedasticity	(Constant)	1.231	0.795		1.548	0.130		
	Reward	0.021	0.067	0.075	0.314	0.755		
	Punishment	-0.050	0.054	-0.219	-0.918	0.365		
T and Multiple Linear Regression	(Constant)	1.457	1.202		1.212	0.233		
	Reward	0.530	0.101	0.521	5.261	0.000		
	Punishment	0.382	0.082	0.459	4.640	0.000		

The Multicollinearity Test, it is known that the VIF value of the reward variable (X1) and the punishment variable (X2) is 2.168, it is said that the minimum value is 10.00 and the resulting tolerance value is 0.461 where the minimum value is 0.1. The data does not show multicollinearity. This can be seen in table 3. Based on the heteroscedasticity test, the reward variable (X1) got a sig result of 0.755 (> 0.05) while the punishment variable (X2) got a sig value of 0.365 (> 0.05). The reward variable (X1) and punishment variable (X2) do not have heteroscedasticity. This data can be observed in table 3. The t test (partial) is shown in table 3 with sig results. On the reward variable (X1) the total is 0.00 (< 0.05) and the sig result on the punishment variable (X2) is a total of 0.00 (< 0.05) so it can be concluded that all independent variables have a partial effect on the employee performance variable (Y). This can also be seen from the t table with coordinates $(0.015; 40 - 2 - 1) = (0.015; 37) = 2,026$, while the calculated t in table 3 obtained 5,261 for reward and 4,640 for punishment. So, t count for both independent variables $> t$ table. This also means that the two independent variables have a partial effect on employee performance variables. The multiple linear regression equation is also shown in table 3 with the linear regression equation $Y = 1.457 + 0.530 X1 + 0.382 X2$. This means that at $\alpha = 1,457$, if the reward (X1) and punishment (X2) values are 0, then employee performance (Y) increases by 1,457. at $B1 = 0.530$, when X2 is fixed, then every increase in X1 by 1 unit

can increase Y by a total of 0.530. At B2 = 0.382, when X1 remains constant, with a total expansion of X2 of 1 unit, then Y increases by 0.382.

H1 the results of the sig. the effect of X1 on Y is a total of 0.00 (< 0.05) and the result t counts 5.261 (> t table 2.026), therefore H1 is obtained which means that the reward variable (X1) has a partial impact on the employee performance variable (Y). Hypothesis Accepted. H2 the results of the sig. the effect of X2 on Y is a total of 0.00 (< 0.05) and the result of t counts 4,640 (> t table 2.026), therefore H2 is accepted which means that the punishment variable (X2) has a partial effect on the employee performance variable (Y). Hypothesis Accepted. H3 known sig results. for the reward variable (X1) it is 0.00 and the punishment variable (X2) is 0.00. It is said that to dominate a variable Y it must have a value that exceeds 0.00, so the B1 reward is taken which has a value of 0.530 (> 0.00) and a t value of 5,261 (> 0.00). Meanwhile B2 punishment has a value of 0.382 (> 0.00) and a t value of 4,640 (> 0.00). The reward variable (X1) is the variable with the highest value than punishment (X2). So, it can be concluded that the reward variable (X1) is the most dominant in employee performance (Y).

Table 4. F test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	211.547	2	105.773	92.187	0.000
Residual	42.453	37	1.147		
Total	254.000	39			

The F test (simultaneous) is shown in table 4 with a sig result of 0.00 (< 0.05). F table results with coordinates $(40 - 2 - 1) = (37) = 3.252$. while F count is 92,187. So, F count is 92,187 (> F table 3,252). which means that the two independent variables, namely reward (X1) and punishment (X2) are simultaneously affected by the employee performance variable (Y). It is known in table 4 above that the significant results for the impact of X1 and Therefore, H3 is obtained, which means that there is an influence of X1 and X2 simultaneously influencing Y the hypothesis is accepted.

Table 5. Coefficient of Determination

Model	R	R Square	Adj. R Square	Std. Error of the Estimate
1	0.913 ^a	0.833	0.824	1.07116

The total Adjusted R Square value is 0.824, which means employee performance is affected by reward (X1) and punishment (X2) on CV. Rizki Alam Jaya Sidoarjo Branch was 82.4% and was in the strong category because it was more than 0.67.

CONCLUSION

This research aims to find out whether the independent variables reward (X1) and punishment (X2) on the dependent variable employee performance (Y) have an effect on CV. Rizki Alam Jaya Sidoarjo Branch. From the research results there are several conclusions that, First, based on the results of the t test, it shows that reward (X1) has a significant influence on employee performance (Y) which is confirmed by, it is known that the results of sig. for the influence of Rizki Alam Jaya Sidoarjo Branch. Second, based on the t test value, it shows that punishment (X2) has a significant influence on employee performance (Y), which is confirmed by, it is known that the results of sig. for the influence of Third, based on the results of the t test to find the most dominant variable, reward (X1) is a factor that has a very dominant influence on employee performance (Y). proven by, it is said that to dominate a variable Y it must have a value that exceeds 0.00, so the B1 reward is taken which has a value of 0.530 (> 0.00) and a t value of 5,261 (> 0.00). So, the reward variable (X1) is the variable whose value is further away from 0.00 than punishment (X2). So, it can be concluded that the reward variable (X1) is the most dominant in the performance of CV employees. Rizki Alam Jaya Sidoarjo Branch. Fourth, based on the F test value, it shows that the reward (X1) and punishment (X2) variables have a simultaneous (together) influence on the performance of CV employees.

Rizki Alam Jaya Sidoarjo Branch. Confirmed by a total sig result of 0.00 (< 0.05). Table F value with coordinates $(40 - 2 - 1) = (37) = 3.252$. while F count is 92,187. So, F count is 92,187 ($> F$ table 3,252). which means that the two independent variables, namely reward (X1) and punishment (X2) have a simultaneous effect on the performance of CV employees. Rizki Alam Jaya Sidoarjo Branch. Fifth, based on the Adjusted R Square value of 0.824, which means employee performance is influenced by reward (X1) and punishment (X2) on CV. Rizki Alam Jaya Sidoarjo Branch was 82.4% and was in the strong category because it was more than 0.67.

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