
The Effect Of Reward And Punishment On Employee Performance AT The Tara Salvia School

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ABSTRACT

Competition in the education industry is getting tougher day by day, so that quality is demanded from every aspect of the company, including human resources. The application of a reward and punishment system to employee performance is one of many requirements that must be met in order to achieve high employee performance. This research seeks to (1) determine whether the reward element affects employee performance. (2) to find out whether the element of punishment has an effect on employee performance. (3) to find out whether reward and punishment have a simultaneous effect on employee performance. The population of this study were all employees who work as teachers at the Tara Salvia school, while the sample used was 30 respondents with the determination of the sample using the saturated sampling method. The analytical method used in this study is multiple linear regression analysis. The results of this study indicate that reward and punishment have a partial effect on employee performance and reward and punishment have an influence on employee performance simultaneously.

Keywords : Reward, Punishment, Employees Performance

Introduction

An organization whether it is a company or an institution, cannot function without its human resources. They are crucial to the business's development. Basically, the term "human resources" refers to employees who work in an organization and act as movers, strategists, and planners in achieving its goals. Employees are not only considered as a mere resource, but also as capital or assets for the organization. For this reason, the concept of "human resources" has developed into a broader term, namely "human capital" or "human capital".

Lack of employee performance, such as lack of discipline, low work performance, and lack of motivation, can be bad for business. But this is not solely the fault of the workers, there are additional elements, such as working conditions that meet the company's needs and regulations that are in place, also have an impact. Employer's want and preferences must be taken into consideration by businesses if they want to achieve high employee performance standards. To achieve high-caliber employee performance, organizations must meet a number of requirements, including the application of rewards and punishments. (1)

Reward and punishment are interconnected to play an important role in motivating employees to grow the quality of work and responsibility for the tasks they receive. Although both have different concepts, both can provide motivation for employees to improve their performance. Rewards in the form of rewards or incentives provide recognition for good work performance. On the other side, in response to inappropriate or poor performance, punishment is administered in the form of unpleasant consequences. Punishment can take the form of a reprimand, demotion, or even termination of employment. The purpose of punishment is to minimize negative behavior and encourage changes in behavior that are more in line with organizational norms. The reward and punishment system in management control has a role in encouraging employee motivation. (2)

At the Tara Salvia school, the application of a reward and punishment system to regulate employee behavior is important. Several forms of punishment were imposed including reprimands from superiors if employees neglect their duties, warning letters, salary reductions, and even termination of employment. Employees who are arbitrary, reluctant to carry out their duties properly, or do not show

progress in their performance can be subject to punishment or punishment. Employee achievements have consequences that impact on reward and punishment, because receiving rewards will increase their motivation and accuracy in carrying out tasks. Conversely, employees who get punished will try to improve their performance to avoid punishment and potentially get rewards in the future.

The following are among the goals of this study :

- a) To find out whether the element of reward affects employee performance
- b) To find out whether punishment has an effect on employee performance
- c) To find out whether reward and punishment simultaneously affect employee performance

Theoretical Basis

Human Resource Management

Human resource management aims to meet the needs of the organization and human resources. Through a reward and punishment system, human resource management seeks to improve employee performance by rewarding those who excel and punishing those who break the rules or do not reach predetermined work standards.

According to (Hasibuan, 2014) involving knowledge and skills in managing workforce interactions and responsibilities with the intention of achieving perfect results in supporting the achievement of organizational goals, individual employees, and the community as a whole (3)

According to (A. Mangkunegara, 2013) planning, organizing, coordinating, implementing, and managing various components related to labor which are very important for achieving company goals can be known as human resource management. This includes assignment, segregation of workers, integration, payroll, and development. (4)

Reward

Reward is something that is given to employees. This reward can be in the form of financial compensation, such as a bonus, salary increase, or additional benefits. In addition, rewards can also be in the form of non-financial, such as recognition, appreciation, promotion, career development opportunities, or physical gifts

According to (Fahmi, 2016:64) employees who receive compensation, gifts, and rewards for their exemplary performance. This form of recognition can be in the form of financial compensation, such as bonuses, salary increases, or benefits, as well as non-financial compensation, such as recognition, awards, or career development opportunities. (5)

According to (Shields, 2016 in Putri Kentjana & Nainggolan, 2018) stated reward is a form of gift given by the organization to employees as recognition for potential, contribution, or good performance. Rewards can be tangible, such as bonuses, benefits, promotions, or physical gifts. In addition, rewards can also be intangible things, such as recognition, appreciation, career development opportunities, or work balance. (2)

Punishment

According to (Fahmi, 2016: 86) in (Wijaya, 2021) an employee can receive punishment as a result of his inability to complete or carry out work according to instructions. (6)

According to (A. Mangkunegara, 2013) in explaining punishment is the act of using punishment to improve the performance of employees who have made mistakes in order to maintain compliance with the rules that have been set, and to teach the perpetrators a lesson. (4)

Employee Performance

(Abdullah, 2014: 3) asserts that performance in the context of government or corporate business can be understood as the outcome of the execution of work plans developed by the organization and carried out by managers, staff members, or human resources within the organization. Implementing the work plan will assist the organization in achieving its overall goals. (7)

According to (A. Mangkunegara (2013), employee productivity is the caliber and volume of work completed by an employee while carrying out tasks in accordance with the duties and responsibilities assigned to him..(4)

Framework

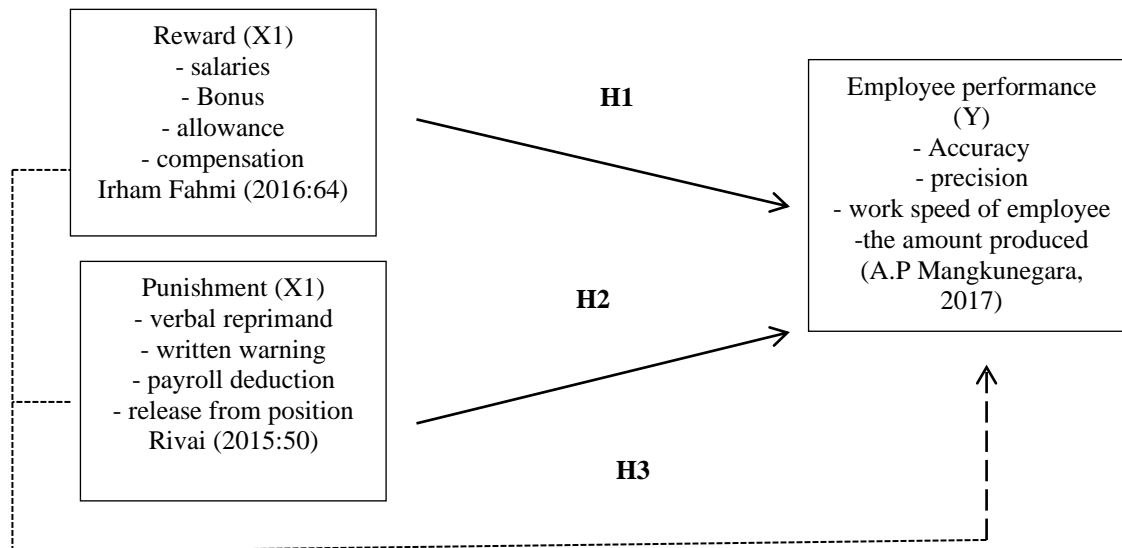


Figure 1 Framework

Hypothesis

H1 = it is suspected that rewards partially have a significant effect on the performance of Tara Salvia school employees

H2 = it is suspected that punishment partially has a significant effect on the performance of Tara Salvia school employees

H3 = it is suspected that reward and punishment simultaneously have a significant effect on the performance of Tara Salvia school employees

Method

Population

The population is a collection of objects or individuals who have been chosen for study and used as the foundation for drawing conclusions because they have particular traits. According to Sujarweni (2015), population refers to the total number of items or persons who meet certain criteria that have been set by the researcher and who are used as the basis for the study, from which inferences can be made based on the results. The population in this study is made up of persons who work as teachers, with a total of 30 samples.. (8)

Sample

The saturated sampling approach was utilized for sampling in which the collected sample was an employee with a position or position as a teacher to be sampled. Researchers collected a sample of 30 teachers at the Tara Salvia school

Variable operational

The operational variables used are 46 question items, which are developed from each variable. The following is an indicator of each variable:

1. Rewards, namely Salaries, Bonuses, Allowances, Compensation, Awards, Promotions. Mondy in (Wijaya, 2021) (6)

2. Punishment, namely verbal warning, written warning, written statement of dissatisfaction, delay in salary increase, salary deduction, delay in promotion, release from position, termination of employment. Rivai (2014:50) in (Wijaya, 2021) (6)
3. Employee performance, namely Accuracy, precision, Skills, Success of work results, Work speed of each employee, the amount produced. (A.P. Mangkunegara, 2017) (9)

Data Analysis Method

In this study, multiple linear regression analysis is utilized to demonstrate how rewards and sanctions affect employee performance.

The regression equation according to (Sujarweni, 2015: 160) is : (8)

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

Y = Employee Performance

X1 = Reward

X2 = Punishment

b1 = reward coefficient

b2 = punishment coefficient

a = constant

e = error distance

Result

Data Quality Test

Validity Test

Based on the results of the validity test using SPSS version 25, the reward variables, punishment variables, and employee performance variables have an R count > R table. This indicates that all variables have valid values.

Reability Test

Table 1 Realibility Test

Variable	Cronchbach's Alpha	Information
Reward (X1)	0,929	Reliabel
Punishment (X2)	0,893	Reliabel
Employee Performance (Y)	0,957	Reliabel

Source : spss version

The three variables have a Cronbach's Alpha value > the predefined reliable value, which is 0.6, according to the aforementioned reliability test. With values of 0.929 for the reward variable (X1), 0.893 for the punishment variable, and 0.957 for the performance variable (Y), it can be said that the three variables are reliable.

Classic Assumption Test

Normality Test

Table 2 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	5,57773254
Most Extreme Differences	Absolute	,101
	Positive	,101
	Negative	-,060
Test Statistic		,101
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source : spss version 25

The Kolmogorov-Smirnov (Z) value was 0.200, which is more than 0.05 based on the findings of the normality test, leading to the conclusion that the significance value is greater than alpha (5%), which denotes that the distribution of the data is normal

Multicollinearity Test

Table 3 Multicollinearity Test

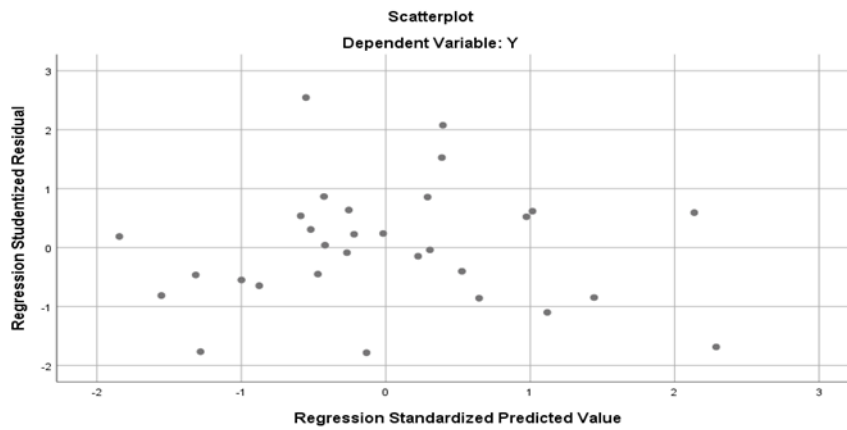
Model	Unstandardized Coefficients		Coefficients ^a		Collinearity Statistics		
	B	Std. Error	Standardized Coefficients Beta	T	Sig.	Tolerance	VIF
1 (Constant)	9,871	8,673		1,138	,265		
X1	,078	,182	,095	,431	,670	,442	2,265
X2	,565	,217	,574	2,606	,015	,442	2,265

a. Dependent Variable: Y

Source : spss version 25

The tolerance value in the aforementioned results is known to be $0.442 > 0.01$ and the VIF value of the reward independent variable and the punishment independent variable is known to be 2.265. One could assert that the data are not multicollinear.

Heteroscedasticity Test



Source : spss version 25

Figure 2 Scatterplot

The points in the figure stretch out erratically and are dispersed all around beneath the reference point 0 on the Y axis. It is said that heteroscedasticity has no signs.

Multiple Linear Regression Analysis

Tabel 4 Multiple Linear Regression Analysis

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	9,871	8,673		1,138	,265
	X1	,078	,182	,095	,431	,670
	X2	,565	,217	,574	2,606	,015

a. Dependent Variable: Y

source : spss version 25

Based on the multiple linear regression data above, the following equation can be obtained: $Y = 9.871 + 0.078X1 + 0.565X2$

These findings support the following for the regression model mentioned above:

1. The punishment variable's unstandardized coefficient is equal to 0.565, which indicates if punishment increase 1% will increase the employees performance.
2. The reward variable's unstandardized coefficient is equal to 0.078, which indicates that adding 1 will make the variable more complete than it was before..

Hypothesis Testing

F test

Tabel 5 F Test

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	655,145	2	327,572	9,803	,001 ^b
	Residual	902,222	27	33,416		
	Total	1557,367	29			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source : spss version 25

According to the above table, Ho3 is rejected and Ha3 is accepted because the significant value for the relationship between reward (X1) and punishment (X2) on employee performance (Y) is 0.001 0.05 and f count is 9.803 > f table 3.35. Employee performance (Y) is affected by reward (X1) and punishment (X2) both separately and together.

T test

Tabel 6 Variable Reward T Test

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,099	8,874		2,040	,051
	X1	,432	,132	,524	3,259	,003

a. Dependent Variable: Y

Source : spss version 25

According to the results above, Ha is approved and Ho is denied because the significance value of X1 is 0.003 0.05 and the t count value is 3.259 > t table 2.051. This claims that the reward (X1) has a partial (individual) impact on worker performance.

Tabel 7 Variable Punishment T Test

		Coefficients^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T
1	(Constant)	11,148	8,032		1,388
	X2	,635	,142	,646	4,472
					Sig.
					,176
					,000

a. Dependent Variable: Y

Source : spss version 25

Ho is rejected and Ha is approved based on the results of the t test conducted previously, proving that punishment (X2) has a partial (individual) impact on worker performance (Y). The t count is 4.472 > 2.051 and the significant value of X2 is 0.000 < 0.05.

Coefficient Of Determination

Tabel 8 Coefficient Of Determination

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,649 ^a	,421	,378	5,78063

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source : spss version 25

The table above shows the modified R-square (R2) value to be 0.378. The Tara Salvia school has a 37.8% influence of incentive and punishment on staff performance. The remainder, or 62.2% (100-37.8), discusses the influence of other elements that were not observed or considered in this study.

Conclusions

Conclusion in this study : 1. At the Tara Salvia School, reward partially has a substantial impact on employee performance. 2. At the Tara Salvia school, punishment has a substantial impact on staff members' performance to some extent. 3. Reward and punishment simultaneously have a significant effect on the performance of employees at the Tara Salvia school. 4. The magnitude of the effect of reward and punishment on employee performance with an Adjusted R Square value of 37.8%

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