

Rewards and Punishments for Employee Performance in the Bekasi Region

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Abstract

Human resources have an important role in developing and achieving the goals of a company. Lack of attention to the needs and expectations of workers causes a decrease in the quality and morale of the workers themselves. Organizations are expected to be able to manage and develop their human resources. This research aims to evaluate and analyze the effect of reward and punishment on employee performance. The purposive sampling method is used to select samples from several companies that meet the criteria. The data used in this research is by using primary data by distributing questionnaires to respondents. The data processing of this research was done by testing the hypothesis and multiple linear analyses to find out the results of using the SPSS version 25 program. This finding succeeded in proving the positive and significant influence of the reward and punishment variables both partially and simultaneously on employee performance. This study uses primary data by distributing questionnaires to 60 respondents from 3 companies. To test employee performance, researchers used two independent variables and one dependent variable. Based on the results of the study that the Reward and Punishment simultaneously have a positive and significant effect, they have a significant value of $0.000 < 0.05$ and the calculated of $15.500 > F_{table} 3.16$. So it can be concluded that there is a significant effect between Reward and Punishment on Employee Performance. While the coefficient of determination reward and punishment on employee performance is 35.2%, the remaining 64.8% is influenced by other variables that were not studied.

Keywords: Reward 1; Punishment 2; Employee Performance Y



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INTRODUCTION

One of the most important indicators of a company's success or failure is its human resource development. Human resources' lack of awareness and attention results in a reduction in the quality and morale of the workforce. The award is in the form of a cash bonus of Rp. 1.000.000,- based on the findings of a temporary survey. The organization uses the KPI Scale (Key Performance Indicator) to identify people who thrive and meet the company's goals. However, many employees have failed to pay attention to these KPIs, preventing them from performing at their best. In addition to rewards, the corporation imposes penalties or punishments on employees who fail to carry out their responsibilities. Every organization must be able to manage and develop its resources in order to achieve its objectives.

Implementing the Reward and Punishment system is a great way for businesses to impact employee performance. If high performance is rewarded, it must be followed by a reasonable, proportionate, and just punishment in compliance with applicable legislation. The company's goals will be easier to achieve the better the employee's performance is, and vice versa; if the employee's performance is poor, the goal will be harder to achieve, and the results received will not be in accordance with

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the company's wishes. Several researches have been conducted on the adoption of the Reward and Punishment system, which has an impact on employee performance.

According to Biatur Rosyidah's (2018) research on the effect of reward and punishment on employee performance at Bank BRI Syariah Ponorogo Branch, the reward has a 34.5 percent effect on employee performance while punishment has a 12.2% effect. As a result, there is a 56.9% effect of both reward and punishment on employee performance. And it can be concluded that the Ponorogo Branch of the BRI Syariah has a reward and punishment influence on their performance.

According to Ruslan Mas'ud, LCA. Robin Jonathan, Elfreda Aplonia Lau (2017) research the effect of reward and punishment on the performance of employees of the Education and Culture Office of East Kutai Regency, the indicators of problems that occur in the work environment can be seen in: the high level of employees who work not in accordance with their competencies; the high level of employees who work not in accordance with their competencies; the high level of employees who work not in accordance with their competencies 40% and 20% of employees, respectively, have strong competence in their industries but lack the enthusiasm to work. Improving employee performance at the East Kutai Regency's Education and Culture Office necessitates a reward and punishment system, in which employees who perform well are rewarded, while those who perform poorly are subjected to appropriate sanctions in order to improve their skills. Andy Setiawan is a famous Indonesian actor (2019) PT. BPR Sentral Arta Asia Lumajang conducted research on the impact of leadership, reward, and punishment on staff performance. According to the findings, leadership, incentive, and punishment have a substantial impact on the performance of PT. BPR SAA Lumajang staff. Chandra Pavita Lia Pavita Lia Chandra Pavita Lia Chandra Pa (2020) According to the findings of this study, providing awards has no effect on employee performance; however, providing punishment has an impact on the performance of PT. Fertilizer Sriwindjaja Palembang personnel. Meanwhile, based on the findings of a study on the Effect of Reward and Punishment on Employee Performance at Sutanraja Hotel Amurang, Raymond Suak, Adolfina, and Yantje Uhing (2017), the link between reward and punishment on employee performance is very poor. According to the results of simultaneous hypothesis testing, neither reward nor punishment has a substantial impact on employee performance. Hypothesis testing reveals that both incentive and punishment have little impact on employee performance.

If utilized in accordance with the principles of knowledge about human behavior and the ability to govern it, reward and punishment will be perfect and strategic. Sanctions are a typical item in a company since they attempt to discipline every employee to act in accordance with the organization's laws and regulations. Under specific circumstances, the use of sanctions, such as giving rewards and punishments to employees, can be more effective in changing employee behavior by taking into account time, work schedule, clarity, severity, and impersonality. The goal of this research is to look into the issues that arise in performance appraisal awarding and disciplinary action, with the use of Reward and Punishment to evaluate employee performance in a business.

LITERATURE REVIEW

Theory of Execution

Changes made with a sense of accountability result in improved employee performance. Performance is the outcome of work done by a group or individual in a firm in accordance with their various powers and responsibilities in order to achieve organizational goals that are legal and ethical (Affandi 2018:83). According to Siagan (2012: 168), performance refers to an employee's capacity to do activities in accordance with the organization's standards and job specifications. Wibowo (2009:222) defines performance as a person's ability to do their job and the outcomes of their efforts. Performance is the outcome of a task that is closely linked to the organization's strategic goals, provides excellent customer service, and contributes to the economy.

Performance-Related Factors

According to Mangkunegara (2016), employee performance is influenced by three factors: (1) Employee Internal Factors: Family, social status, and work experience all have an impact on internal employee factors. Skills, abilities, personal history, attitudes, and psychology are all included in this category. (2) Internal Organizational Factors, which often include resources, leadership, reward and punishment applications, and explicit job design. (3) External Organizational Factors, which can have an impact on employee job performance. This element usually arises as a result of events, conditions, or situations that occur in the organization's external environment and might affect employee performance. Objectives for performance.

The goal of performance evaluation, according to Rivai (2010: 311), is to: (1) assess employee performance, (2) To boost employee morale (3) To provide appropriate rewards, such as increasing basic salaries and bonuses for employees who do well; (3) To strengthen employee relations by discussing their work progress; and (4) To assist in the placement of employees in accordance with the achievement of work results.

Gains from Performance

According to Rivai (2013: 315), performance has several advantages, including (1) an improvement in performance in the form of activities aimed at improving employee performance, (2) a reference in placement decisions, assisting in promotion or demotion, (3) as a benchmark for improving employee performance (4) as an employee development material (5) as a benchmark in identifying good and bad achievements in determining how productive the p

Dimensions and Indicators of Worker Performance

Employee performance can be measured by several indicators, according to Prawirosentono (2014: 87), including: (1) Quality (Quality), which can be measured by the accuracy, thoroughness, and skills that result from an employee's performance (2) Quantity (Quantity), which is the number of targets that are expected to exceed the targets that have been set for each employee, such as the number of units and the number of cycles of activities completed (3) Timeliness, T Effectiveness prioritizes the most efficient use of organizational resources, such as labor, technology, money, and raw materials, with the goal of improving the results of each unit in the resources used. (5) Independence, the Level of a person employee who will later be able to carry out work functions a and work commitments that are bound by agencies and responsibilities to the company

Reward

A reward or award is a form of monetary or non-monetary remuneration provided to employees for their work performance. Fahmi is a Muslim woman who lives in Pakistan (2016: 64). According to Nawawi (2015: 319), rewards generate a sense of being accepted (recognized) in the workplace, which includes parts of compensation as well as aspects of worker-employee relationships.

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Irmayanti (2013) also explains that rewards are also known as intrinsic rewards, which are rewards that are intrinsic to the work itself. These rewards include a sense of accomplishment, autonomy, and growth, as well as the ability to start or complete a work project, which is important for everyone. Meanwhile, according to Handoko (2013: 66), a reward is a type of recognition for efforts to develop a professional workforce by planning, organizing, overseeing, and sustaining them so that they can do their jobs effectively and efficiently.

Salary, according to Hasibuan (2003: 117), is a fixed amount of money paid to permanent employees on a regular basis. Even if the employee is unable to attend, the wage will be paid to him or her. According to Ruky (2001: 185), a bonus is a one-time payment made by a firm to its employees, provided specific criteria are completed. Bonuses aren't distributed to all employees in the same way. This means that only a select group of employees are recognized for their accomplishments and performance.

When an employee moves from one position to another with a higher income, responsibility, or level, they may be promoted. Every employee can benefit from a promotion if it serves as a motivator for them to improve their performance. With this promotion, the employee's capacity to hold a higher position has been recognized and trusted. Employees may gain social standing, responsibility, authority, and a large salary as a result of promotions.

Incentives, according to Panggabean (2002: 77), are monetary prizes given to employees when their performance exceeds a predetermined benchmark. In this scenario, incentives are being employed as a key tool for developing and improving employee performance in order to maximize the work quality of an activity.

According to Mahmudi (2013: 187), a variety of factors can be used to determine whether or not rewards should be given: (1) Salary and bonus payments, which can include an increase in base pay, supplementary honoraria, and short- and long-term incentives. (2) Affluent living conditions Allowances, career opportunities, and spiritual well-being can all be provided. (3) Professional growth, Employees of the company should likewise be offered this because it can promote employee performance and achievement by providing awards in the form of training programs and assignments for internships and comparative studies. (4) Psychological and social advantages, such as promotions, increased responsibility, increased autonomy, and better site placement. Praise, as well.

Punishment

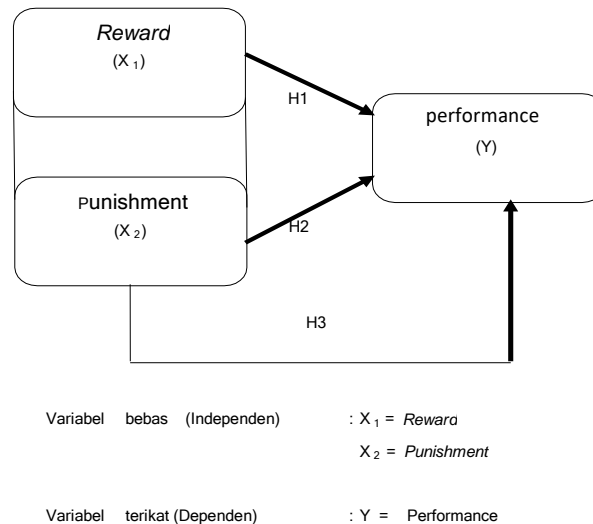
The word "punishment" comes from the English word "punishment." Employees are subjected to punishment, according to Fahmi (2016:68), since they are unable to complete their tasks as directed. Punishment, according to Mangkunegara (2000.p130), is a threat of punishment intended to improve the employees of violators, uphold applicable regulations, and teach violators a lesson. Meanwhile, punishment, according to Ahmadi and Ubhyati (in Yanuar, 2013:16), is an act in which a person intentionally imposes a bodily or spiritual punishment on another person for committing a transgression or error.

The following sorts of punishment are described by Rivai in Koencoro (2013:4): (1) Affirmative action, (2) Punishment that is not excessive, and (3) Harsh retaliation. According to Mangkunegara (2013:142), three variables influence the supply of Punishment to employees: (1) arriving late without notice (2) not appearing to work for three days or more without authorization, both in writing and verbally (3) leaving work before the scheduled time for no apparent cause. There are

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numerous indicators in the supply of punishment, according to Siagaian (2013: 23), namely: (1) to decrease errors that occur (2) as a measure of severer punishment if the same mistakes continue to be made (3) punishment is carried out with an explanation.

Thinking Framework



H1: There is a link between employee performance and rewards.

H2: Punishing employees have an influence on their performance.

H3: The provision of rewards and punishment for employee performance has a combined positive impact.

METHODOLOGY

In this work, descriptive research with a quantitative approach was performed. A descriptive approach is a type of research method that explains an object or subject without conducting any engineering. Quantitative data, on the other hand, is data in the form of numbers that can be analyzed using statistical procedures. Primary data and secondary data were used in the study as a research reference. The subject of this study is all employees of PT Nielson Exa Jaya's main office, which is located on Jl. Raya Defense, Business Center Ruko No. 10 AB Jatiwarna, Pondok Gede, and Lippo Cikarang, which is located on Jl. Mataram Ruko Podium B 20-21, Cibatu, South Cikarang, Bekasi.

The population in this study consists of all employees of PT Nielson Exa Jaya Head Office, which is located on Jl. Raya Defense, Business Center Ruko No. 10 AB Jatiwarna, Pondok Gede, and Lippo Cikarang, which is located on Jl. Mataram Ruko Podium B 20-21, Cibatu, South Cikarang, Bekasi, with a total of 78 employees and a sample of 60 employees using a The following data gathering methods will be employed in this study: (1) interview (2) questionnaire (3) The act of observing.

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(1) Validity Test (2) Reliability Test (3) Descriptive Statistical Analysis Test (4) Normality Test (5) Multicollinearity Test (6) Heteroscedasticity Test (7) Hypothesis Test (8) Test Partial (t-test) (9) Simultaneous test (F test) (10) Coefficient of determination test were employed in this study (R²)

FINDINGS AND DISCUSSION

Validity

Test The Bivariate Person tools were used to conduct the validity test in this study. If Rhitung > Rtabel at a significance value of 5%, the Validity Test in SPSS version 25 is stated to be valid. If Rhitung > Rtabel at a 5% significance level, however, the item is considered invalid. The following is an overview of the validity of each variable's results:

Table 1. Validity Test of *Reward* (X1)

Statement	Nilai rhitung	Nilai rtabel	Keputusan
X1.1	0.632	0.254	Valid
X1.2	0.557	0.254	Valid
X1.3	0.441	0.254	Valid
X1.4	X1.5	0.254	Valid
X1.6	0.688	0.254	Valid
0.599	X1.7	0.254	Valid
X1.8	0.436	0.254	Valid
X1.9	0.553	0.254	Valid
0.629	0.254	Valid	0.540

Table 2. Variable Validity Test *Punishment* (X2)

Statement	Value Rtable	Value X2.1	Decision
rcount	0.655	0.254	Valid
X2.2	0.576	0.254	Valid
X2.3	0.509	0.254	Valid
X2.4	0.460	0.254	Valid
X2.5	0.631	0.254	Valid
X2.6	0.487	0.254	Valid
X2.7	0.605	0.254	Valid
X2.8	0.553	0.254	Valid
X2.9	0.557	0.254	Valid
X2.10	0.623	0.254	Valid

Table 3. Test the Validity of the *Punishment* (Y)

Statement	of Value R	Value Y.1	Decision
R	0.696	0.254	Valid
Y.2	0.649	0.254	Valid
Y.3	0.543	0.254	Valid
Y.4	0.664	0.254	Valid
Y.5	0.643	0.254	Valid
Y.6	0.677	0.254	Valid

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Y.7	0.620	0.254	Valid
Y.8	0.661	0.254	Valid
Y.9	0.646	0.254	Valid
Y.10	0.600	0.254	Valid
Y.11	0.588	0.254	Valid
Y.12	0.710	0.254	Valid

Reliability

Test Reliability test can be done using *Cronbach's alpha* (α) with provisions if $\alpha > 0.60$, then it is said to be reliable. On the other hand, if $\alpha < 0.60$, it is said to be unreliable.

Table.4. Reliability Test Variables X1, X2, and Y

Variable	Cronbach's Alpha count	Cronbach's Alpha table	Description
X1	0.735	0.60	Reliable
X2	0.737	0.60	Reliable
Y	0.757	0.60	Reliable

Remarks:

1. According to Cronbach's alpha reliability tests, the instrument variable Reward (X1) has a value of $0.735 > 0.60$. It demonstrates the instrument's dependability.
2. According to Cronbach's alpha reliability tests, the instrument variable Punishment (X2) has a value of $0.737 > 0.60$. It demonstrates the instrument's dependability.
3. According to Cronbach's alpha reliability tests, the instrument variable Employee Performance (Y) has a value of $0.757 > 0.60$. This demonstrates the instrument's dependability.

Descriptive Statistical Test of Research Data

Table 5. Statistics Reward(X1)

Statement	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	60	2	5	3.83	.847
X1.2	60	2	5	4.00	.759
X1.3	60	1	5	4.03	.823
X1.4	60	1	5	3.73	.954
X1.5	60	1	5	3.63	1.025
X1.6	60	2	5	3.90	.775
X1.7	60	1	5	4.13	.791
X1.8	60	2	5	4.03	.736
X1.9	60	2	5	3.78	.783
X1.10	60	3	5	4,05	.723

Based on the above mean value of 39.11 with a total of 10 items on the reward variable questionnaire, the average value of the reward variable is 3.911. . It can be concluded that the employee's perceived reward is fulfilled.

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Table 6. Descriptive *Punishment* (X2)

Statement	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	60	3	5	4.02	.725
X2.2	60	2	5	4.00	.781
X2.3	60	2	5	4.13	.724
X2.4	60	2	5	3.93	.800
X2.5	60	2	5	4.08	.889
X2.6	60	1	5	4.03	.863
X2.7	60	1	5	4.18	.813
X2.8	60	1	5	4.08	1.013
X2.9	60	1	5	3.88	.804
X2.10	60	1	5	3.45	1.213

Based on the above mean value of 39.78 with a total of 10 items on the Punishment variable questionnaire, the average value of the Punishment variable is 3.978. It can be concluded that the employee's perceived Punishment is fulfilled

Table 7. Descriptive Statistics of Employee Performance (Y)

Statement	N	Minimum	Maximum	Mean	Std.Deviation
Y.1	60	3	5	4,43	.593
Y.2	60	3	5	4,33	Y.3
,774	60	3	5	4,35	.685
Y.4	60	3	5	4,13	.700
Y.5	60	3	5	4,37	.688
Y.6	60	3	5	4,25	.728
Y.7	60	2	5	4,22	.825
Y.8	60	3	5	4,33	.681
Y.9	60	3	5	4,22	,715
Y.10	60	3	5	4.20	.684
Y.11	60	2	5	3.98	.813
Y.12	60	3	5	4.33	.655

Based on the above mean value of 51.14 with a total of 12 employee performance variable questionnaire items, the average value of the employee performance variable is 4.26. . It can be concluded that the employee's perceived performance is quite hi

Normality test

Table 8. **Normality Test**
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		60	
Normal Parameters ^{a,b}		<u>Mean</u>	<u>.0000000</u>
		Std. Deviation	4.39776370

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Most Extreme Differences	<u>Absolute</u>	<u>.111</u>
	<u>Positive</u>	<u>.111</u>
	Negative	-.082
Test Statistic		.111
Asymp. Sig. (2-tailed)		.062 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the table above, it is known that it can be said to be normal if the significance level is > 0.05 and abnormal if the significance level is < 0.05. Based on the normality test, it is known that the significance value is 0.62 > 0.05, so it can be concluded that the residual value is normally distributed.

Multicollinearity Test

Table 9 Multicollinearity Test

Coefficients ^a		
Collinearity Statistics		
Model	Tolerance	VIF
(Constant)		
Reward	.760	1.316
Punishment	.760	1.316

Dependent Variable: Employee Performance

Based on the table above, it is known that the rules of the Heteroscedasticity Test with the Glejser Test are if the significant value is more than 0.05 then there is no heteroscedasticity. The value of the Reward variable is 0.789 > from 0.05 and the Punishment variable is 0.064 > from 0.05, so it can be concluded that there is no heteroscedasticity so that the assumption is fulfilled.

Heteroscedasticity Test

Table 10 Heteroscedasticity Test with Glesjer Test

Coefficients ^a						
Model	B	Std. Error	Beta			
1	(Constant)	8.815	3.606	.018	.039	Reward
		.025	.269	.093	.789	Punishment .087

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-0.164 -0.277 -1.886 0.064 a 2.445

Dependent Variable: Abs_RES

Based on the table above, it is known that the rules of the Heteroscedasticity Test with the Glejser Test are if the significant value is more than 0.05 then there is no heteroscedasticity. variable is *Reward* 0.789 > from 0.05 and the *Punishment* 0.064 > from 0.05, so it can be concluded that there is no heteroscedasticity so that the assumption is fulfilled.

Hypothesis Testing

Table. 11 Multiple Correlation Test X₁, X₂ – Y

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594 ^a	.352	.330	4.47425

(Constant), Punishment, Reward

From table 10 above it is known that R = 0.594 which means the relationship between the variable *Reward* (X₁) and *Punishment* (X₂) with Employee Performance (Y) indicates a moderate relationship.

Table 12
Multiple Linear Regression Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficient Beta	t	Sig.
	B	Std. Error			
1 (Constant)	20.287	5.668		3.579	.001
Reward	.310	.146	.259	2.118	.039
Punishment	.471	.136	.422	3.452	.001

a. Dependent Variable: Employee Performance

From the table above, it can be taken multiple linear regression equations, which are as follows:

$$Y = 20.287 + 0.310X_1 + 0.471X_2 + e$$

Thus it can be concluded that:

1. The constant of 20.287 states that if there is no increase in the value of the Reward variable (X₁) and the Punishment variable (X₂), the value of the Employee Performance variable (Y) is constant at 20.287.
2. The regression coefficient of the Reward variable (X₁) of 0.310 states that every increase in the value of the Reward variable (X₁) will give a value of 0.310.
3. The regression coefficient of the Punishment variable (X₂) of 0.471 states that every increase in the value of the Punishment variable (X₂) will give a value of 0.471

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Partial Test (t-test)

Table. 13 Partial Test (t-test)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20.287	5.668		3.579	.001
Reward	.310	.146	.259	2.118	.039
Punishment	.471	.136	.422	3.452	.001

Dependent Variable: Employee Performance

Description :

- If the value of sig < 0.05 or $t_{count} > t_{table}$ then there is an effect between the X variable on the Y variable
- If the value of sig > 0.05 or $t_{count} > t_{table}$, then there is no effect between the X variable and the Y variable

$$T_{table} = t(\alpha/2 ; n - k - 1) = t(0.025 ; 57) = 2.00$$

From the data above, it can be seen that:

1. variable *Reward* (X_1) has a sig value of 0.039 < from 0.050 and has a t_{count} of 2.118 > from a t_{table} 2.00. So it can be concluded that partially *reward* (X_1) has a significant effect on employee performance (Y), so H_a is accepted.
2. The variable *Punishment* (X_2) has a sig value of 0.001 < from 0.050 and has a t_{count} of 3.452 > from a t_{table} 2.00. So it can be concluded that partially *Punishment* (X_2) has a significant effect on Employee Performance (Y), so H_a is accepted.

Simultaneous Test

Table 14 Simultaneous Test (Test F)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	620.571	2	310.285	15.500	.000 ^b
	Residual	1141.079	57	20.019		
	Total	1761.650	59			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Punishment, Reward

Description :

- If the value of sig < 0.05 or $f_{count} > f_{table}$ then there is an effect of variable X_1 and X_2 on Variable Y.
- If sig value > 0.05 or $f_{count} > f_{table}$, then there is no simultaneous effect of Variable X_1 and X_2 on variable Y.

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$$F_{table} = F(k ; nk) = F (2 ; 58) = 3.16$$

From the data above, it can be seen that the effect of *Reward* and *Punishment* on Employee Performance has a sig value of $0.000 < 0.050$ and a fcount of $15.500 > f_{table} 3.16$. So it can be concluded that there is a simultaneous significant effect between *Reward* and *Punishment* on Employee Performance. Then H_a is accepted.

Coefficient of Determination Test (R²)

Table 15 Coefficient of Determination Test (R₂)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594a	.352	.330	4.47425

Based on the results of the data output above, it is known that the *R Square* is 0.352, this means that the effect of *Reward* and *Punishment* simultaneously is 35.2%, the remaining 64.8% Employee Performance is influenced by other variables outside of *Rewards* and *Punishment*.

The findings of this study are consistent with those of Edi Prasetyo's (2019) research, which found that there is a considerable payoff. Based on the information presented above, it can be stated that rewards have an impact on employee performance. Rewards are available. Employees who excel will improve the quality of their job and their passion at work because they will feel more valued for the time, loyalty, and energy they have invested in the organization.

This research is also in line with that of Ika Rusdiana (2018), who claims that punishment has a major impact on employee performance in his study. Punishment or punishment given to employees who have been found guilty can help them perform better. Employees will not do things that are considered to violate or hurt the company as a result of this implementation, and they will always improve their performance in order to avoid being punished by the company.

CONCLUSION

This research was conducted to examine the effect of *Reward* and *Punishment* on Employee Performance.

1. Variable *Reward* (X1) proved to have a positive and significant effect on Employee Performance (Y) with a sig value of $0.039 < 0.05$ and a regression coefficient value of 0.310. It has a t_{count} of 2.118 $>$ from a $t_{table} 2.00$. So it can be concluded that there is an effect *Reward* on Employee Performance.
2. variable *Punishment* (X2) proved to have a positive and significant effect on Employee Performance (Y) with a sig value of $0.001 < 0.05$ and a regression coefficient value of 0.471. It has a t_{count} of 3.452 $>$ from a $t_{table} 2.00$. So it can be concluded that there is an effect *Punishment* on Employee Performance.
3. variables *Reward* (X1) and *Punishment* simultaneously have a positive and significant effect having a significant value of $0.000 < 0.05$ and a $a_{calculated}$ of $15.500 > F_{table} 3.16$. So it can be concluded that there is a significant effect between *Reward* and *Punishment* on Employee Performance. The coefficient of Determination *Reward* and *Punishment* on employee performance is 35.2%, and the remaining 64.8% is influenced by other variables that were not studied.

IMPLICATIONS AND FURTHER RESEARCH

Based on the data output above, the R Square is 0.352, which suggests that the effect of Reward and Punishment at the same time is 35.2%, while the remaining 64.8 % is unaffected. Other factors besides Rewards and Punishment have an impact on employee performance.

The findings of this study are consistent with those of Edi Prasetyo's (2019) research, which found that there is a large reward.

Based on the information presented above, it can be stated that rewards have an impact on employee performance. Rewards are available. Employees who excel will improve the quality of their job and their passion at work because they will feel more valued for the time, loyalty, and energy they have invested in the organization.

This research is also in line with that of Ika Rusdiana (2018), who claims in his research that there. Punishment has a huge impact on employee performance. Punishment or punishment given to employees who have been found guilty can help them perform better. Employees will not do things that are considered to violate or hurt the company as a result of this implementation, and they will always improve their performance in order to avoid being punished by the company.

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