

THE EFFECT OF REWARD AND PUNISHMENT ON EMPLOYEE PERFORMANCE WITH WORK DISCIPLINE AS INTERVENING VARIABLE AT PT BPRS NIAGA MADANI

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Abstract

The development of a company heavily relies on qualified human resources. The level of employee performance can reveal the quality of human resources in achieving company goals. One of the factors that can enhance employee performance is work discipline. A common strategy used by companies to improve employee performance is by providing rewards and punishments. This research aims to analyze the influence of rewards and punishments on employee performance through work discipline at PT BPRS Niaga Madani. The sample for this study consisted of 47 respondents. This research adopts a quantitative approach, collecting data through interviews, questionnaires, and documentation. The data analysis process in this study employs path analysis. The results of this research show that rewards do not have a significant effect on work discipline, and they also do not significantly influence employee performance. On the other hand, punishments significantly affect work discipline and employee performance. Work discipline, in turn, significantly affects employee performance. Rewards, directly and indirectly, affect employee performance through work discipline, while punishments have both direct and indirect effects.

Keywords: *Reward, Punishment, Work discipline, Employee performance*

1. INTRODUCTION

Expanding business development results in intense competition within an industry, demanding that a company contemplate various survival strategies. Several aspects within a company's internal structure need attention for the company to maintain its competitiveness, and one of them is the aspect of human resources. Human resources are considered valuable assets within a company as they play a pivotal role in its management process, ranging from planning to evaluation.

Adequate human resources greatly determine the success of a job, as they play a crucial role in the organization's activities or tasks (Daulay et al., 2019). High-quality human resources contribute to increased company productivity. Can assess the excellent human resources through the level of employee performance. An effective and efficient organization requires employees with high levels of performance. Employee performance indicates the level of success in completing tasks according to the standards set by the company. Every company strives to implement various methods to improve employee performance continually.

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One of the critical factors in improving employee performance is work discipline. Work discipline refers to employees' compliance with rules and policies established by the company. Husain (2017) stated that high domain will drive and encourage a work spirit to perform as desired by the organization. By implementing work discipline, employees will strive to work according to procedures and avoid mistakes that hinder performance. As a result, this will positively impact improving the quality and productivity of work. To enhance work discipline, a joint strategy companies use is the provision of rewards and punishments.

A reward is a form of employee recognition for their contributions and achievements in the company. Rewards can come in salary increases, performance bonuses, allowances, career development opportunities, certificates of appreciation, praise, or recognition. Leaders indeed need motivation in the form of rewards to improve discipline (Arianto & Setiyowati, 2020). Prizes given promptly and fairly can serve as strong incentives to enhance employee motivation and discipline. Properly given rewards can strengthen employees' responsibility for their work and motivate them to achieve work targets and even exceed performance standards, as supported by a study conducted by Triady & Ekawati (2021), which showed that rewards positively influence employee performance.

Punishment is an action taken in response to performance that does not meet the established standards. Punishment can be reprimands, sanctions, incentive deductions, or termination of employment. In business activities, applying punishment is a common practice as it aims to discipline employees to act according to the company's rules and codes of conduct (Sugianto et al., 2021). Proper and fair implementation of punishment can enhance work discipline, which in turn contributes to improved employee performance. Wijaya (2021) suggests that, in general, the punishment of employees aims to improve company performance, and employees will feel more accountable for their work.

Reward and punishment are also commonly referred to as bonus management in an organization, and they become priorities when assessing employee performance by leaders (Pramesti et al., 2019). Providing rewards is expected to be a motivational tool for employees to work better. In contrast, punishments given to employees who do not meet work standards will serve as an impetus for positive behavior change.

The development of the Islamic banking sector has experienced rapid growth in recent years. The intensified campaign for a Shariah-based economy has increased interest in Shariah-based social sectors, including Islamic banking. One of the financial institutions that is part of this sector is Bank Pembiayaan Rakyat Syariah (BPRS). BPRS provides banking services following Shariah principles, such as profit-sharing and profit-sharing-based financing, as well as savings and investment products that comply with Islamic law. Along with development and increased awareness of the importance of Shariah principles, the number of BPRS continues to grow. Based on data from the Otoritas Jasa Keuangan (OJK), as of 2022, 167 BPRS were scattered throughout Indonesia.

PT BPRS Niaga Madani is a bank financial institution that performs activities based on Sharia principles. Based on preliminary observations, the performance of employees at PT BPRS Niaga Madani still needs further improvement, as shown in the following table:

Table 1 Employee Performance Assessment PT BPRS
Niaga Madani (January 2022 - December 2022)

Months	Rating		
	Less	Enough	Good Enough
January	6	6	7
February		2	
March	1	2	5
April		2	9
May	1	7	4
Jun		7	9
July		7	9
August	11	2	2
September	10	2	1
October	10	2	1
November	14	6	
December	14	4	

Source: HRD PT.BPRS Niaga Madani

The table above shows that, when entering the second semester of 2022, there was an increase in employees with a performance assessment with a poor rating, and this was due to several things, such as not achieving work targets, carrying out tasks that are not following work standards, and undisciplined behavior, such as tardiness, which several employees carry out. So that PT BPRS Niaga Madani has implemented a punishment system to maintain employee discipline and performance. The type of punishment given can be in the form of giving a letter of reprimand, warning, deduction, salary, demotion, to termination of employment.

The reward system implemented still needs to be more optimal in motivating employee productivity. The results of interviews with several employees show that some employees still need to be satisfied with the reward system implemented. One form of reward given is a financial bonus if the distribution of financing exceeds the target every month. One form of reward given is a financial bonus if the distribution of financing exceeds the target every month. The reward program is more focused on employees in the marketing division. As for operational employees, there is no specific reward system applied based on their work performance, and this happens because the type of work of operational employees is not financing dropping targets-oriented. The type of work of operational employees has qualitative aspects, so It is not easy to measure quantitatively. Hence, management is still in the deepening stage of deciding on the right reward system for operational employees.

Research conducted by Sembiring, Sitepu, & Hutasoit (2021) shows that rewards and punishments partially affect work discipline, in contrast to a study conducted by Duniya

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(2016) which shows that rewards and punishments do not affect work discipline. Also, different research on the employee performance variable, namely analysis by Dymastara & Onsardi (2020), shows that rewards and punishments partially affect employee performance. On the other hand, Adityarini's study (2022) shows that rewards have no effect on employee performance, and Farizky & Hermiati (2023) also found that punishment does not affect employee performance. The relationship between work discipline and employee performance also found different results in previous studies, namely research by Asmalah & Yudho (2022 which shows that work discipline can affect employee performance, while Muno & Isnowati (2022) found that work discipline does not affect employee performance.

2. RESEARCH METHOD

This research used a quantitative approach. The location of this research is PT BPRS Niaga Madani. The population of this research was all employees of PT BPRS Niaga Madani, totaling 47 individuals. The determination of the sample in this research used a saturation sampling technique, which means that the entire population is the sample due to the relatively small population size. Therefore, the sample size in this study was 47 individuals.

Data collection techniques in this study included interviews, questionnaires, and documentation. Interviews are obtaining data by directly asking the respondents. The questionnaire consisted of a list of questions related to the perceptions or opinions of each respondent regarding the research topic. Documentation is collecting data in the form of company documents related to this research.

Testing research instruments using validity tests and reliability tests. The validity test indicates to evaluate the extent to which the measurement instruments used in the study accurately and precisely measure the variables in question. Meanwhile, the reliability test indicates the degree to which the tool can provide consistent and stable results when tested again under different conditions or at other times. The data analysis technique used in this study was path analysis. Path analysis is a development of regression analysis in analyzing the relationship between variables to determine the direct and indirect impact of the independent variable on the dependent variable.

3. RESULTS AND DISCUSSION

3.1 Instrument Test Results

3.1.1 Validity Test

Table 2 The Result of the Validity Test

Variables	Questions	R count	R table	Information
Reward (X1)	X1.1	0,542	0,287	Valid
	X1.2	0,446	0,287	Valid
	X1.3	0,533	0,287	Valid
	X1.4	0,730	0,287	Valid
	X1.5	0,629	0,287	Valid

	X1.6	0,630	0,287	Valid
	X1.7	0,664	0,287	Valid
	X1.8	0,705	0,287	Valid
	X1.9	0,762	0,287	Valid
	X1.10	0,672	0,287	Valid
	X1.11	0,736	0,287	Valid
Punishment (X2)	X2.1	0,542	0,287	Valid
	X2.2	0,446	0,287	Valid
	X2.3	0,533	0,287	Valid
	X2.4	0,730	0,287	Valid
	X2.5	0,629	0,287	Valid
	X2.6	0,630	0,287	Valid
	X2.7	0,664	0,287	Valid
	X2.8	0,705	0,287	Valid
	X2.9	0,762	0,287	Valid
	X2.10	0,672	0,287	Valid
	X2.11	0,736	0,287	Valid
Work discipline (Z)	Z1	0,751	0,287	Valid
	Z2	0,827	0,287	Valid
	Z3	0,883	0,287	Valid
	Z4	0,871	0,287	Valid
	Z5	0,824	0,287	Valid
	Z6	0,846	0,287	Valid
	Z7	0,895	0,287	Valid
	Z8	0,875	0,287	Valid
	Z9	0,890	0,287	Valid
Employee Performance (Y)	Y1	0,422	0,287	Valid
	Y2	0,851	0,287	Valid
	Y3	0,885	0,287	Valid
	Y4	0,851	0,287	Valid
	Y5	0,896	0,287	Valid
	Y6	0,901	0,287	Valid
	Y7	0,878	0,287	Valid
	Y8	0,952	0,287	Valid
	Y9	0,892	0,287	Valid
	Y10	0,871	0,287	Valid
	Y11	0,871	0,287	Valid
	Y12	0,861	0,287	Valid

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	Y13	0,809	0,287	Valid
	Y14	0,820	0,287	Valid

Source: Data processed in 2023

Table 2 compares the calculated r-count and r-table ($df = N - 2$, $df = 47 - 2 = 45$). The obtained r-table is 0.287. Therefore, all statements regarding each variable are valid and can be used to gather the required data.

3.1.2 Reliability Test

Table 3 The Result of the Reliability Test

Variable	Conbrach's Alpa	Information
Reward	0,851	Reliable
Punishment	0,932	Reliable
Work discipline	0,949	Reliable
Employee Performance	0,966	Reliable

Source: Data processed in 2023

The reliability test determines if the Cronbach Alpha coefficient value is > 0.6 (Sugiyono, 2013). Therefore, based on the table above, it is known that each variable in this study has a Cronbach's Alpha value > 0.6 which indicates that all variables are considered reliable.

3.2 Partial Test

Table 4 Partial Test Results (t-test) Equation I

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.061	.446		2.377	.022
Reward (X1)	.155	.138	.142	1.121	.268
Punishment (X2)	.647	.122	.673	5.303	.000

a. Dependent Variable: Work discipline (Z)

Source: Data processed in 2023

Based on the table above, it shows that:

- The statistical result of the t-test for the reward variable shows a significance value of $0.268 > 0.05$. Therefore, the reward does not significantly affect work discipline.
- The statistical result of the t-test for the punishment variable shows a significance value of $0.000 < 0.05$. Thus, punishment has a significant effect on work discipline.

Table 5 Partial Test Results (t-test) Equation II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.921	.372		2.476	.017
1 Reward (X1)	-.023	.110	-.023	-.211	.834
Punishment (X2)	.425	.122	.488	3.473	.001
Work discipline (Z)	.384	.118	.423	3.250	.002

a. Dependent Variable: Employee performance (Y)

Source: Data processed in 2023

Based on the table above, the partial test results outline the following:

- The reward has a significance value of $0.834 > 0.05$. It means that reward does not have a significant effect on employee performance.
- Punishment has a significance value of $0.001 < 0.05$. It means that punishment has a significant effect on employee performance.
- Work discipline has a significance value of $0.002 < 0.05$. It means that work discipline has a significant effect on performance.

3.3 Path Analysis

Based on the path analysis calculations of the variables reward and punishment on employee performance through work discipline, the direct and indirect effects are obtained and shown in the following table:

Table 6 Result of Path Analysis

Variable	Direct Effect	Indirect Effect	Total Effect
Reward→ Work discipline	0,142		0,037
Reward→ Employee performance	-0,023	0,060	
Punishment→Work discipline	0,673		0,772
Punishment→ Employee Performance	0,488	0,284	
Work dicipline→Employee Performance	0,423		

Source: Data processed in 2023

Based on the table above, the results indicate the contributions of direct and indirect effects, shown as follows:

- Reward contributes directly to influencing work discipline by 0.142 or 14.2%.
- Reward contributes directly to employee performance by -0.023 or -2.3%.
- Punishment contributes directly to influencing work discipline by 0.673 or 67.3%.

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- d. Punishment contributes directly to employee performance by 0.488 or 48.8%.
- e. Work discipline can directly influence employee performance by 0.423 or 42.3%.
- f. The indirect effect of the reward variable on employee performance through work discipline is 0.060 or 6%.
- g. The indirect effect of the punishment variable on employee performance through work discipline is 0.284 or 28.4%.

3.4 Discussion

3.4.1 Reward towards work discipline

The statistical test results indicate that partially, the reward does not have a significant influence on work discipline, according to the significance value of the reward variable of 0.268, higher than the specified significance level of 0.05, with a beta coefficient value of 0.142. The insignificant influence indicates that the quality of rewards given to PT BPRS Niaga Madani employees does not substantially impact work discipline. There are other factors besides rewards that can affect the work discipline of PT BPRS Niaga Madani employees. These research findings align with the study conducted by Duniya (2016), which also found that rewards do not have a significant influence on work discipline.

3.4.2 Reward towards employee performance

The test results indicate that the reward variable has a partial significance value of 0.834. The significance value is more significant than 0.05, or $0.834 > 0.05$, meaning that reward does not significantly influence employee performance. The inability of rewards to affect the performance of PT BPRS Niaga Madani employees could be attributed to the suboptimal implementation of the reward program, leading to an inability to provide an impact that enhances employee performance.

These findings align with the research conducted by Aini & Frianto (2020), who also found that rewards do not significantly affect performance. The study by Suak, Adolfini, & Uhing (2017) found similar results, which showed that providing rewards does not affect employee performance because the reward system remains ineffective and needs evaluation. The financial rewards, in particular, are directed only to employees who demonstrate outstanding work performance. Consequently, not all employees receive significant rewards, leading to a lack of substantial influence on employee performance.

3.4.3 Punishment for work discipline

Punishment significantly influences work discipline, as evidenced by the statistical test results of the punishment variable with a value of $0.000 < 0.05$. This research indicates that the punishments administered by the management of PT BPRS Niaga Madani can enhance

the work discipline of its employees. Employees who receive punishments tend to strive for self-improvement and exhibit positive behavioral changes.

This research's findings align with the studies conducted by Purnomo (2021) and Surrahman (2022), which revealed that punishment can significantly influence employee work discipline. Fair and appropriate punishment can improve employee work discipline.

3.4.4 Punishment for employee performance

The results of statistical tests show a significance value of $0.001 < 0.005$ for the punishment variable, indicating that punishment significantly affects employee performance. By knowing the type of punishment to be given by the PT BPRS Niaga Madani management, employees will focus on working according to the established standards, resulting in better performance.

Research conducted by Suparmi & Setiawan (2019) also showed similar results, indicating that punishment positively and significantly affects employee performance. The better the employees' perception of the punishments given by the company, the more it enhances employee performance. Conversely, if employees perceive punishments negatively, it can decrease employee performance.

3.4.5 Work discipline towards employee Performance

Statistical testing shows a significance value for work discipline of 0.002, smaller than 0.005 ($0.002 < 0.05$), which means that work discipline significantly influences employee performance. This significant result indicates that improving work discipline can enhance employee performance. Disciplined employees are more focused and directed in their work, leading to an improvement in their performance.

Research conducted by Wau (2021) and Arifin & Sasana (2022) also found the same result, that work discipline has a positive and significant effect on employee performance. The better the work discipline of employees, the better their performance will be. Discipline is crucial for a company, especially in motivating employees to be more disciplined in their individual and group activities.

3.4.6 Reward for employee performance through work discipline

Reward has an indirect influence on employee performance through work discipline. The beta value of -0.023 or -2.3% shows the direct effect of rewards on employee performance. Meanwhile, the indirect influence of reward on employee performance through work discipline has a value of 0.060 or approximately 6%. Thus, the indirect contribution of reward to employee performance is more outstanding than the direct influence on performance. These test results show that work discipline can impact employee performance. Research by Dihan & Hidayat (2020) and Jeffrey & Agustina (2022) also found that reward influences employee performance through work discipline.

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3.4.7 Punishment towards employee performance through work discipline

The test results show an indirect influence between punishment and employee performance. The beta value of 0.488 or 48.8% directly influences employee performance. Meanwhile, the indirect influence has a value of 0.284 or 28.4%. The direct effect between punishment and work discipline has a more excellent value, but there is also an indirect influence through work discipline. Similar findings show in the research conducted by Dihan & Hidayat (2020), which also found an indirect influence on employee performance through work discipline.

4. CONCLUSION

1. The reward does not have a significant influence on the work discipline of PT. BPRS Niaga Madani employees.
2. The reward does not significantly influence the employee performance of PT. BPRS Niaga Madani.
3. Punishment has a significant influence on the work discipline of PT. BPRS Niaga Madani employees.
4. Punishment has a significant influence on the employee performance of PT. BPRS Niaga Madani.
5. Work discipline has a significant influence on the employee performance of PT. BPRS Niaga Madani.
6. Reward indirectly influences employee performance through the work discipline of PT. BPRS Niaga Madani employees.
7. Punishment indirectly influences employee performance through the work discipline of PT. BPRS Niaga Madani employees.

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