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THE EFFECT OF REWARD AND PUNISHMENT ON EMPLOYEE PERFORMANCE AT PT. FLOW SOLUTION INDONESIA

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Abstract

Employee performance is an important factor in achieving organizational goals, especially in business competition. To improve performance, companies need to implement effective human resource management policies, one of which is through the provision of rewards and punishments. PT. Flow Solution Indonesia is one of the companies that implements reward and punishment policies as part of human resource management. This journal aims to analyze the effect of rewards and punishments on employee performance at PT. Flow Solution Indonesia. The research method used is a quantitative approach with a comparative causal research type. Primary data was collected through a Likert-scale questionnaire distributed to the entire population of 59 employees at PT. Flow Solution Indonesia. Data processing was conducted using SPSS 30 software. The data analysis includes validity and reliability tests, classical assumption tests, multiple linear regression analysis, F-test, and t-test. The results of the study show that, partially, rewards (X1) have a significant positive effect on employee performance (Y) with a coefficient value of 0.415. Punishments (X2) also have a significant positive effect on employee performance (Y) with a coefficient value of 0.563. Simultaneously, rewards and punishments have a significant effect on employee performance, with an F-value of 66.774 and a significance level of < 0.001.

Keywords: *Rewards, Punishments, Employee Performance*

Introduction

Vinilon Group is a company that focuses on the manufacturing and distribution of piping products in Indonesia, which was established in 1979. This company is known as a manufacturer of pipes and fittings, including PVC pipes, HDPE pipes, and PPR pipes, as well as various supporting components for piping systems. Vinilon Group has 13 subsidiaries, one of which is PT. Flow Solution Indonesia. PT. Flow Solution Indonesia is a company that acts as a distributor of piping system solutions, especially in the field of valves and accessories, and also provides installation services.

PT. Flow Solution Indonesia, under Vinilon Group is one of the companies that implements reward and punishment policies as part of human resource management. However, a comprehensive study is needed to assess the effectiveness of the policy. Can giving rewards improve employee performance? Does the application of punishment have a positive impact on their performance? Or, do rewards and punishments have a simultaneous effect on employee performance?

Employee performance is a crucial element to increase productivity and competitiveness of the company. Therefore, the company must ensure that each employee can work optimally. To encourage increased performance, various approaches are applied to build employee motivation and commitment to the goals that have been set. One common approach is the application of reward and punishment awards in human resource management. The application of both of these is considered effective in giving a positive work environment and encouraging employees to achieve optimal individual performance.

Rewards are a form of appreciation presented by companies to employees as recognition of their achievements and contributions. The purpose of giving rewards is to motivate employees to continue to excel and feel appreciated, which indirectly increases their loyalty and performance. On the other hand, punishment is given as a consequence for behavior or performance that is not in accordance with company standards. The purpose of punishment is to provide a deterrent effect and direct employees to stay on the expected path.

From the background and explanation contained in the explanation above, there are three problem formulations in the research, namely:

1. Does reward affect the performance of PT. Flow Solution Indonesia employees?
2. Does punishment affect the performance of PT. Flow Solution Indonesia employees?

3. Do reward and punishment simultaneously affect the performance of PT. Flow Solution Indonesia employees?

Based on the formulation of the problems presented, the following are the objectives of this study, including:

- Identifying the effect of rewards on employee performance at PT. Flow Solution Indonesia.
- Identifying the effect of punishment on employee performance at PT. Flow Solution Indonesia.
- Identifying the effect of rewards and punishments simultaneously on employee performance at PT. Flow Solution Indonesia.

Theoretical basis

Performance is the result obtained by a person through his efforts, abilities, and actions in facing certain conditions. According to Byars (in Veithzal, 2004), performance reflects the relationship between effort, skills, and understanding of tasks, where good performance is needed to achieve organizational goals. In improving performance, steps to improve need to be taken. Several factors that effect a person's performance include aggressiveness, creativity, self-confidence, self-control, and quality and innovation in work (Siagian, 1988, p. 86). Meanwhile, Robbins (2003) argues that performance is the result of the interaction between ability, motivation, and opportunity. This means that optimal performance occurs when certain obstacles do not hinder workers.

According to Kussriyanto (1991), performance is measured as a comparison between the output obtained through labor participation per unit of time. Meanwhile, Mangkunegara (2005) refers to performance as the result of work, both in terms of quality or quantity achieved during the implementation of work that is the responsibility of the employee. From both explanations, the conclusion is that employee performance is the work output obtained, seen from the quality and quantity, based on the efforts, abilities, motivations and opportunities given, by considering personal aspects such as creativity, self-confidence, and self-control. Optimal performance is obtained if there are no significant obstacles, so efforts to improve performance need to be prioritized to support the achievement of organizational goals.

Reward is a form of appreciation, gift, or reward. This is a pleasant gift given after someone has performed the expected behavior (Paramarta, 2016:18). Meanwhile, Shields' findings (2016:12) state that rewards can be tangible and intangible things presented by the organization to employees, intentionally and unintentionally, as a reward for their abilities and contributions in optimal tasks. In addition, rewards are also aimed at employees who implement positive values in fulfilling certain needs. Furthermore, Sugianingrat and Sarmawa (2024) emphasize that rewards can be financial or non-financial rewards. Financial rewards relate to material aspects such as salary and bonuses. While non-financial rewards relate to emotional and psychological aspects of employees such as recognition and promotion opportunities.

Based on the explanation above, the conclusion is that reward is a form of appreciation that can be in the form of a gift or reward, which has a material or non-material nature, which is presented by the company to employees. This reward is given as a reward for the employee's contribution and potential in achieving good work results and in implementing positive values. Rewards function as a form of compensation or appreciation given to employees for individual contributions to achieving company goals. The purpose of giving rewards is to increase motivation, encourage employees to achieve optimal performance, and create a positive and productive work environment.

Punishment is a punitive action that aims to improve employee performance when violating, maintaining compliance with existing regulations, and providing punishment for violators (Mangkunegara, 2013:130). In other words, punishment is a corrective action presented to employees due to violations or failure to meet the company's main standards. The purpose of punishment is not to punish destructively, but to provide a deterrent effect and direct employees to improve their behavior and improve their performance. Sugianingrat and Sarmawa (2024) explain that punishment must be carried out proportionally and fairly so as not to reduce motivation or work enthusiasm, but rather to improve inappropriate behavior and maintain discipline in the organization.

Sugianingrat and Sarmawa (2024) stated that accurate rewards and punishments can provide employee motivation and performance. While proportional punishments can maintain discipline and prevent violations. If both are applied in a balanced manner, they can create a productive work culture and support the achievement of company goals.

Methods

The type of research conducted is quantitative with a comparative causal approach. This type of research is a study that uses numerical data as a tool to research and review research results, especially related to things that have been researched. This study aims to analyze the causal relationship between two

or more variables. The approach in this study focuses on understanding how an independent variable (cause) affects the dependent variable (effect) systematically. Thus, this approach helps analyze whether rewards (X1) and punishments (X2) can affect employee performance (Y).

The location of the research was conducted at PT. Flow Solution Indonesia which is located in the Vinilon Building, Jln. Raden Saleh Kav. 13-17, Central Jakarta. PT. Flow Solution Indonesia experiences challenges in maintaining consistent employee performance. The variation in employee target achievement shows that motivation and productivity in the workplace still need improvement. This study is expected to find a way for reward and punishment policies to help maintain stability and improve employee performance. In addition, the study was conducted to determine whether the reward and punishment policies that have been approved by PT. Flow Solution Indonesia are effective in influencing employee performance.

Population is a collection of objects and subjects that have good characteristics and qualities that have been selected in advance by the author to be studied and used as a basis for drawing conclusions (Sugiyono, 2017). Population includes all elements that include individuals, objects, or phenomena in the focus of the study. In other words, population is all objects and subjects that have characteristics to be studied. The population in this study were employees at PT. Flow Solution Indonesia with a total of 59 individuals. While the sample is part of the population. The sample used was taken using the probability sampling technique, namely simple random sampling. Probability sampling is a sample selection method by providing an equal opportunity for each individual employee to be selected as part of the sample.

The type of data applied in this study is primary data which is classified as data taken by the author directly by distributing questionnaires. The data selection technique used in this study uses a questionnaire method that is distributed via Google Form and distributed directly to respondents. The questionnaires distributed use a Likert scale, including 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree).

The data analysis method applied in the study is descriptive statistical analysis. The analysis method uses SPSS software version 30, with data quality testing with validity and reliability testing. In measuring the effect between variables, multiple linear regression analysis and determination coefficient test are applied. The classical assumption test is carried out by testing normality, multicollinearity, and heteroscedasticity. In addition, hypothesis testing is carried out using the t test and F test.

Results and Discussions

Respondent Demographics

The demographic data factors applied in this study include:

a. Age
   The age range of respondents at PT. Flow Solution Indonesia ranges from 20 to >40 years. There are 29 respondents aged 20-30 years, 18 respondents aged 31-40 years, and 12 respondents aged >40 years.
b. Gender
   The respondents of this study were male and female. There were 22 men and 37 women.
c. Length of Service
   The length of service of respondents at PT. Flow Solution Indonesia ranges from <1 year to >6 years. There are 5 respondents with a work span of <1 year, 14 respondents with a work span of 1-3 years, 9 respondents with a work span of 4-6 years, and 31 respondents with a work span of >6 years.

Validity Test

This test aims to assess the level of a test or measuring instrument that functions properly in measuring something that must be measured. Validity is tested through the calculation of the correlation between the score of each item to the total score. In this study, validity is determined based on the comparison between the calculated r value compared to the r table value. If the r count result > r table (0.254) then this statement is declared valid.

Table 2 Validity Test Results

Variable	Item	r_{table}	r_{count}
Reward (X1)	X101	0,254	0,796
	X102	0,254	0,759
	X103	0,254	0,909
	X104	0,254	0,848
	X105	0,254	0,824
Punishment (X2)	X201	0,254	0,878
	X202	0,254	0,877
	X203	0,254	0,674
	X204	0,254	0,846
	X205	0,254	0,842
Employee Performance (Y)	Y01	0,254	0,903
	Y02	0,254	0,921
	Y03	0,254	0,895
	Y04	0,254	0,912
	Y05	0,254	0,921

Source: SPSS 30 data processing results, 2024

From Table 2, all statements in Reward (X1), Punishment (X2), and Employee Performance (Y) are valid. This refers to each rcount value > rtable (0.254). Thus, it is concluded that overall the questionnaire statements in this study can be applied to measure all variables well.

Reliability Test

This test aims to measure the level of instruments and indicators used can be trusted as measuring instruments for variables. Instruments or indicators are considered reliable if they provide consistent responses from period to period. According to Ghozali (2013), a variable is considered reliable if it produces a Cronbach's Alpha value exceeding > 0.7.

Table 3 Reliability Testing Output

Variable	Cronbach's Alpha	Keterangan
Reward (X1)	0,878	Teruji
Punishment (X2)	0,870	Teruji
Employee Performace (Y)	0,948	Teruji

Source: SPSS 30 data processing results, 2024

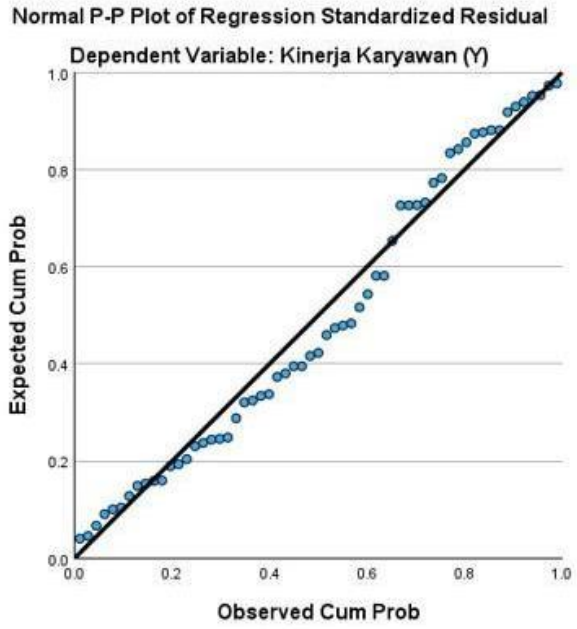
Based on Table 3, all research instruments for the Reward (X1), Punishment (X2), and Employee Performance (Y) variables show a Cronbach's Alpha value greater than 0.7. Therefore, the conclusion is that the instrument items are said to be reliable and feasible to be applied in the measurement in this study.

Classical Assumption Test

a. Normality Test

The purpose of the normality test is to determine whether the residuals in the regression model follow a normal distribution (Ghozali, 2013). This can be assessed by examining the normal probability plot in the scatter plot, which visually demonstrates if the data is evenly distributed.

Figure 1. Normality Test Results



Source: SPSS 30 data processing results, 2024

Based on Figure 2, it is obtained that all data has been distributed normally, because the distribution of plots or points in positions around a straight diagonal line and approaching the line. Therefore, the data can be considered normal or following a normality pattern.

Table 4. Results of the One Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		59
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	2.03743883
Most Extreme Differences	Absolute	0.093
	Positive	0.093
	Negative	-0.075
Asymp. Sig. (2-tailed)[c]		.200[d]

Source: SPSS 30 data processing results, 2024

Based on Table 4, Asymp. Sig. (2-tailed) is 0.200 > 0.05, it can be concluded that this data is normally distributed.

b. Multicollinearity Test

The purpose of this test is to detect correlation between independent variables. In multiple regression analysis, independent variables should not be correlated with each other or experience multicollinearity. Multicollinearity can be tested through collinearity statistics, with the criteria that if the tolerance value for all variables exceeds 0.10 while the VIF is less than 10, then it is concluded that there is no multicollinearity.

Table 5. Multicollinearity Test Output

Model	Collinearity Statistics	
	Tolerance	VIF
Reward (X1)	0,640	1,563
Punishment (X2)	0,640	1,563

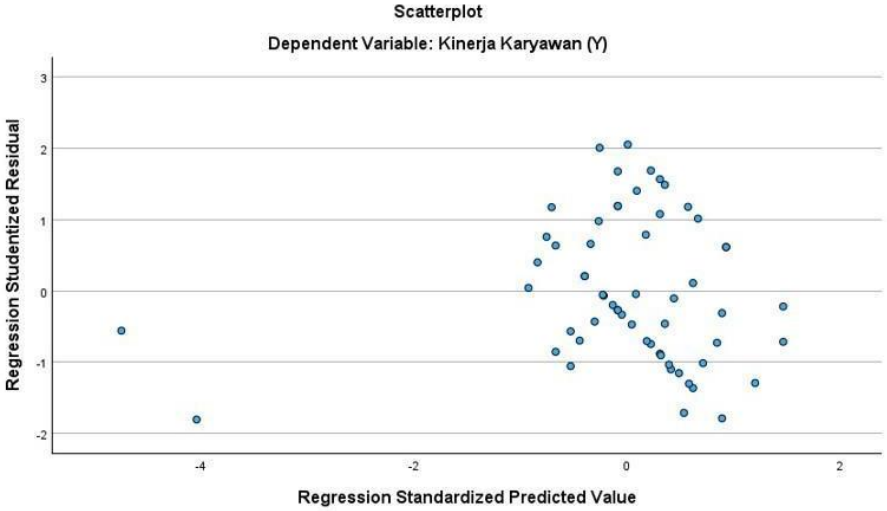
Source: SPSS 30 data processing results, 2024

Based on Table 5, the tolerance value obtained in each variable is 0.640 > 0.10 and the VIF is 1.563 < 10, so it is stated that there is no multicollinearity.

c. Heteroscedasticity Test

This test aims to analyze whether there is a disproportionality of residual variance between one observation and another observation in the regression model. If the residual variance between observations is constant, this condition is called homoscedasticity. Conversely, if the variance between observations is different, this is called heteroscedasticity (Ghozali, 2013).

Figure 2. Result of Heteroscedasticity Testing



Source: SPSS 30 data processing results, 2024

Based on Figure 3, it is found that the points are spread irregularly, meaning that heteroscedasticity does not occur.

d. Multiple Linear Regression Test

This test describes the extent to which a person's autonomy factor effect the dependent variable (Ghozali, 2013).

Table 6. Multiple Linear Regression Test Output

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,003	1,736		0,578	0,566
	Reward (X1)	0,415	0,092	0,409	4,501	0,000
	Punishment (X2)	0,563	0,097	0,528	5,812	0,000

Source: SPSS 30 data processing results, 2024

From table 6, the linear regression equations obtained are as follows:

$$Y = 1{,}003 + 0{,}415X_1 + 0{,}563X_2$$

1. If the Reward (X1) and Punishment (X2) values are zero, then the estimated value of the dependent variable Employee Performance (Y) will be 1.003.
2. The reward coefficient (X1) of 0.415 indicates that a 1% increase in reward (X1) can cause an increase in employee performance (Y) of 0.415, accompanied by the perception of other variables remaining constant. This indicates that an increase in reward can have a positive impact on employee performance at PT. Flow Solution Indonesia.
3. The punishment coefficient (X2) of 0.563 indicates that every 1% change in punishment (X2) can increase employee performance (Y) by 0.563, accompanied by the perception of other variables remaining constant. This means that the implementation of appropriate punishment also contributes positively to improving employee performance at PT. Flow Solution Indonesia.

F Test (Simultaneous)

The F statistical test shows that all independent variables classified in the model have a simultaneous effect on the dependent variable (Ghozali, 2013).

Table 7. F-Test Output

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	574,182	2	287,091	66,774	<,001[b]
	Residual	240,767	56	4,299		
	Total	814,949	58			

Source: SPSS 30 data processing results, 2024

Based on Table 7, the significance value obtained from the effect of reward (X_1) and punishment (X_2) simultaneously on employee performance (Y) is <0.001, said to be smaller than 0.05. On the other hand, the F count value is (66.774) > Ftable (3.16). Therefore, it is concluded that H0 is rejected and Ha is accepted. This means that a significant effect was found between reward (X1) and punishment (X2) simultaneously on employee performance (Y).

t-Test (Partial)

Table 8. t-Test Output

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,003	1,736		0,578	0,566
	Reward (X1)	0,415	0,092	0,409	4,501	0,000
	Punishment (X2)	0,563	0,097	0,528	5,812	0,000

Source: SPSS 30 data processing results, 2024

Based on Table 8, the significance value that effect s reward (X1) on employee performance (Y) is 0.000 <0.05, while the t-count value (4.501)> t-table (2.003). Therefore, H0 is rejected and Ha is accepted, which indicates that reward (X1) has a significant effect on employee performance (Y).

Likewise, for the effect of punishment (X2) on employee performance (Y), the significance value is 0.000 <0.05, with t-count (5.812)> t-table (2.003). This leads to the rejection of H0 and Ha which indicates that punishment (X_2) has a significant effect on employee performance (Y).

Coefficient of Determination Test

Table 9. Output Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839[a]	0,705	0,694	2,07350

Source: SPSS 30 data processing results, 2024

Based on Table 9, the Adj. R square value is 0.694 (69.4%). Thus, reward (X1) and punishment (X2) have an effect of 69.4% on employee performance (Y).

Discussion

The Effect of Rewards on Employee Performance

From the findings, it was obtained that the reward variable (X1) has a significant positive effect on employee performance (Y) at PT. Flow Solution Indonesia. Each statement in the reward variable (X1) shows a calculated r value > r table (0.254) and a Sig. value <0.005, which indicates that the statement in the reward variable is valid and can be relied on to measure the effect of rewards on employee performance. The Cronbach's Alpha value of the reward variable is 0.878, which is greater than 0.7, illustrating that the instrument applied to measure rewards is reliable and consistent in providing results.

The results of the multiple linear regression test illustrate that the regression coefficient on the reward (X1) is 0.415 with a Sig. value <0.001. This indicates that rewards have a positive and significant effect on employee performance. This means that when a 1% increase in the reward factor is able to increase employee performance by 0.415, with the assumption that other variables remain constant. This positive coefficient indicates that the better the reward given to employees, the higher the performance produced. Rewards can be in the form of various forms of appreciation, both material and non-material, which function to motivate and increase employee work enthusiasm. In the partial t-test, the value for rewards (X1) is 0.000, stated to be less than 0.05, so it can be concluded that rewards have a significant effect on employee performance.

This finding is consistent with Paramarta's theory (2016:18) which states that giving rewards is part of the role of human resources, as a form of good company attention that can provide positive motivation and motivate employees to provide the best results. The results of this study emphasize the importance of implementing the right reward policy in the company. Giving rewards that are fair and comparable to employee contributions can increase motivation, satisfaction, and in turn, can improve employee performance. Therefore, PT. Flow Solution Indonesia is advised to continue to pay attention to the reward aspect, both in the form of financial, promotion, and awards, as an effort to encourage better performance. The findings of this study are consistent with previous studies, such as those conducted by Ilham Wahyu Pratama and Gendur Sekarno (2021), Prety Diawati et al. (2024), Aprida Sinaga and Triana Ananda Rustam (2024), Sri Sumarjati and Sri Siswani (2024), and Parandangi et al. (2022), which illustrate that giving rewards has a significant positive effect on employee performance.

The Effect of Punishment on Employee Performance

Based on the findings carried out at PT. Flow Solution Indonesia, is proven that punishment (X2) has a significant effect on employee performance (Y). In the validity test, all items in punishment (X2) have a calculated r value greater than r table (0.254), with a significance value (<0.001), which illustrates that the statements in the punishment variable are valid for use. The Cronbach's Alpha value of 0.870> 0.7, indicates that the punishment variable is reliable and can be trusted as an indicator to measure its effect on employee performance.

The results of multiple linear regression illustrate that the regression coefficient for punishment (X2) is 0.563, meaning that every 1% change in the punishment variable can increase employee performance by 0.563, with the assumption that other variables remain constant. This positive coefficient indicates that the implementation of punishment at PT. Flow Solution Indonesia contributes to improving employee performance. In addition, the t-test illustrates that the effect of punishment on employee performance is significant. The t-value of the punishment variable is 5.812, which is greater than the t-table (2.003), with a

significance value of 0.000, stated to be less than 0.05. Therefore, the conclusion is that punishment (X2) has a significant effect on employee performance (Y).

Punishment is used as a factor that effect's employee performance at PT. Flow Solution Indonesia, this can be seen as a form of approach to improve employee discipline and work motivation. The

punishment applied can provide a signal that there are consequences for behavior or performance that is not in line with company expectations. Thus, employees who receive punishment may be more vigilant when carrying out their duties and try to improve their performance in order to minimize further punishment. These findings are relevant to the findings conducted by Prety Diawati et al. (2024), Ahmad Gunawan et al. (2023), Prety Diawati et al. (2024), Aprida Sinaga and Triana Ananda Rustam (2024), Sri Sumarjati and Sri Siswani (2024), Parandangi et al., (2022) which show that punishment has a significant positive effect on employee performance.

The Effect of Rewards and Punishments on Employee Performance

Based on the research results conducted at PT. Flow Solution Indonesia, it has been demonstrated that both rewards and punishments significantly influence employee performance. The F-test results indicate a simultaneous effect of rewards and punishments on performance, as shown in Table 7, where the calculated F

value of 66.774 exceeds the F table value (3.16). Additionally, the significance value (<0.001) is below 0.05, confirming the significant simultaneous effect of these two factors on employee performance. This suggests that rewards and punishments jointly contribute to enhancing employee performance. These results are consistent with the findings of Martinus Febryanto & Wahyu Prabawati (2022) and Ahmad Gunawan et al. (2023), who also found that rewards and punishments simultaneously affect employee performance.

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