



The Effect of Reward and Punishment on Employee Performance at PT Bank BTPN Tbk KCP Sumedang

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Abstract. Articles This research is based on a problem, namely there is a problem in the performance of employees of PT Bank BTPN Tbk KCP Sumedang. This study aims to determine the effect of rewards and punishments on employee performance at PT Bank BTPN Tbk KCP Sumedang. In this study, the researcher used a quantitative method by sampling using the saturated sampling method where all populations were used as samples, namely as many as 30 employees of PT Bank BTPN Tbk KCP Sumedang. In this study, the researcher used a research instrument, namely a questionnaire. The data analysis techniques used in this study are validity tests, reliability tests, and classical assumption tests (normality test, multicollinearity test, and heteroscedasticity test), multiple linear regression analysis, correlation coefficient test, datermination coefficient test, and hypothesis test (partial t test and simultaneous F test). The results of the study showed that rewards had a significant positive effect and punishment had a significant positive effect on the performance of employees of PT Bank BTPN Tbk KCP Sumedang. The magnitude of the Adjusted R Square value in the reward and punishmnet variables affecting employee performance is 46,8%.

Keywords: *Human Resource, Reward, Punishment, Employee Performance.*

INTRODUCTION

Hasibuan (Juniarti and Putri, 2021:26) states that, "Human resource management is a science and art that regulates the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society"[1]. Labor or employees have a crucial role in planning, implementing, supervising and controlling the organization so that the company can achieve the desired goals well. According to Bank Indonesia Regulation no.18/16/PBI/2016 regarding the assessment of the health level of commercial banks, employee performance is considered very important for operational effectiveness and bank risk management. Optimal performance from employees has a significant impact on productivity, innovation, operational efficiency, organizational culture, long-term sustainability, and customer satisfaction, all of which contribute to achieving company goals. Fahmi (2022: 176) stated that, "Performance is the result obtained

by an organization, whether the organization is profit oriented or non-profit oriented, which is produced over a period of time [2]".

PT Bank BTPN Tbk KCP Sumedang is a banking institution that focuses its services on the mass market segment, which includes retirees, micro entrepreneurs, the consumer class and the corporate segment. Employee performance problems often occur in various companies, such as the employee performance of PT Bank BTPN Tbk KCP Sumedang which is still not fully optimal.

This is indicated by the existence of problems which can be seen in the following table:

Table 1 of Employee Performance Phenomena at PT Bank BTPN Tbk KCP Sumedang

No	Dimenana	Indicatedor	Problem
1	Work	Speedtan	Handling complaints that are not handled quickly include:regarding ATM problems and on the Genius digital platform
2	Quality s Work	Neat he thoroughness	Some employees have not achieved the targets set by the company because they company can achieve the desired goals well. are not thorough and neat in carrying out their duties.
3	Work Same	Kekom feed	There is miscommunication in the completion of assigned tasks, which which causes cooperation and cohesiveness to not be optimal

Source: data processed by researchers, 2024

Seen in the table there are problems in the performance of PT Bank BTPN Tbk KCP Sumedang employees in the indicators of speed, neatness, accuracy and cohesiveness. Giving rewards must be done fairly and objectively to motivate employees to improve their performance.

Fahmi (2022: 64) states, "Rewards are given to an employee for work performance carried out both financially and non-financially as a form of remuneration." Employee welfare is referred to as an award which aims to improve the physical and mental condition of employees in order to increase their work productivity. By providing good rewards, it is possible to guarantee the satisfaction of the company's employees, which will enable the company to obtain positive behavior for the benefit of the company. However, the application of rewards does not always run smoothly, there are several problems at PT Bank BTPN Tbk KCP Sumedang which are described in the table below.

Tabel 2 of bank BTPN Tbk Reward Phenomenon Tbk KCP Sumedang

No	Dimension	Indicator	Problem
1	Non-Financial Reward	recognition of achievement	Appreciation is sometimes unequal and is based on personal relationships, thus provoking jealousy amongst employees. Moreover, the selection of recipients of employee rewards is less transparent so that employees feel uncertain whether the assessment has been done fairly and objectively.

Source: data processed by researchers, 2024

Based on the table above, it can be seen that there are problems in implementing rewards at PT Bank BTPN Tbk KCP Sumedang on indicators of recognition of achievements. Apart from that, there are also punishment which aims to prevent or reduce undesirable behavior, increase discipline, and ensure employees comply with company policies and procedures. In line with the definition put forward by Mangkunegara (Rofiqi, 2019: 82), "Punishment is the threat of punishment which aims to improve the performance of employees who violate, maintain applicable regulations, and teach violators a lesson [3]"

The application of punishment aims to avoid the continuation of unpleasant situations by minimizing or correcting behavior that is considered unfavorable. Applying sanctions for employees who are negligent and lazy at work will help improve employee performance, where this punishment will influence decisions or actions that make employees pay more attention to the consequences of the decisions or actions they make. The application of this punishment must be carried out objectively and fairly so as not to cause social jealousy among people employee. However, the implementation of punishment does not always go as expected, PT Bank BTPN Tbk KCP Sumedang has several problems, some of which are described in the following table:

Table 3 of PT Bank BTPN Punishment Phenomenon Tbk KCP Sumedang

No	Dimension	Indicator	Problem
1	Punished hment Repre sif	Scoldan	Giving punishment is sometimes still based on personal relationships, such as giving uneven warnings to employees who break the rules or make mistakes, which causes jealousy among employees.

Source: data processed by researchers, 2024

In the table above, it can be concluded that the implementation of punishment at PT Bank BTPN Tbk KCP Sumedang has not been fully effective and there are still problems in its implementation, indicated by problems with the warning indicator. To obtain employee performance optimally, one of which is by implementing a punishment system which is implemented according to the portion and it is hoped that this will not happen repeatedly,

where this punishment will minimize the occurrence of violations or mistakes committed by someone.

1. Behavioral theories

EL Thorndike, et al (Rofiqi, 2019:9) stated, "Behaviorism is a theory oriented towards the development of a person's behavior. This development is determined by measuring, observing and producing a person's response to stimuli that can be strengthened by providing feedback, either positive or negative, regarding the behavior in the desired condition." In various experiments carried out by several figures, namely Ivan Pavlov, Thorndike, and BF Skinner, the stimulus-response model in this theory describes individuals as passive learners. By providing certain responses (behaviors) through training methods followed by habituation, stronger behavior or attitudes will emerge automatically. This behavior will be strengthened if it is reinforced, but will disappear if it is punished. This is based on the strategy of moving someone to encourage them to continue completing their tasks by providing stimulation and receiving responses.

2. Human Resources Management

Hasibuan (Juniarti and Putri, 2021: 26) states that human resource management is "a science and art that regulates the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society". Then Veithzal Rivai (Suwatno and Priansa, 2022:29) stated, "HR management is one of the areas of general management which includes aspects of planning organizing, implementing and controlling [5]". Edison, et al. (2018:10) stated, "Human resource management (HRM) is management that focuses on maximizing the abilities of employees or membersthrough various strategic steps in order to improve employee/employee performance towards optimizing organizational goals [6]".

a. Reward

One positive form that a company can give to its employees is giving rewards. Fahmi (2022: 64) believes, "Reward is a form of remuneration given to an employee for the work performance carried out, both financial and non- financial." Arikunto (Rofiqi, 2019: 3) believes, "Rewards are rewards, prizes or giving appreciation. A very pleasant gift that is given after someone performs a desired behavior." Slameto (Rofiqi, 2019 : 3) believes that, "Reward is a reply or giving something in the form of an object or praise to someone as an appreciation."According to Fahmi (2022: 64-65), there are several indicators in rewards, including: a) On-time payroll, bonuses, and overtime pay/special allowances, b) Health insurance, leave allowances, and insurance coverage, and c) Adequate physical facilities, modern technology and equipment, and recognition of achievements.

b. Punishment

Mangkunegara (Rofiqi, 2019: 82) said that, "Punishment is the threat of punishment which aims to improve the performance of employees who violate, maintain applicable regulations and teach lessons to violators." Then Fahmi (2022:68) stated that, "Punishment is a sanction received by employees because of their inability to do or carry out work as instructed." Meanwhile, Indrakusuma (Fauzi, 2016) states that, "Punishment is an action imposed on a child consciously and deliberately so that it causes sorrow, and with this sorrow the child will become aware of his actions and promise in his heart not to repeat them." Punishment indicators include: a) Rules, recommendations/orders, prohibitions, coercion and discipline, and b) Notifications, warnings, warnings and punishments.

3. Employee Performance

According to Mangkunegara (Juniarti and Putri, 2021: 44) "Performance is the result of work in terms of quality and quantity achieved by an employee or employee in carrying out their duties in accordance with the responsibilities given to them Then according to Kasmir (Juniarti and Putri, 2021: 44) "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period." Meanwhile, Fahmi (2022: 176) stated that, "Performance is the result obtained by an organization, whether the organization is profit oriented or non-profit oriented, which is produced over a period of time." Indicators in employee performance include: a) speed and ability, b) neatness, accuracy and work results, c) cooperation and cohesiveness, d) results of cooperation and decision making, and e) positive thinking, realizing creativity , and achievement achievements

METHOD

In this research, researchers used quantitative methods. According to Sugiyono (2021:16-17) states that, "quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. [7]".

DISCUSSION

A. Validity test From the validity test results all data variables X1, X2, and Y are declared valid because according to the calculation results spss value is greater than the rtable value (0,361).

Table Reliability test

Reliability Statistics

Cronbach's Alpha	Part 1	Value	.454
		N of Items	5 ^a
	Part 2	Value	.596
		N of Items	4 ^b
Total N of Items			9
Correlation Between Forms			.417
Spearman-Brown Coefficient	Equal Length		.588
	Unequal Length		.590
Guttman Split-Half Coefficient			.579

a. The items are: X1_1, X1_2, X1_3, X1_4, X1_5.

b. The items are: X1_5, X1_6, X1_7, X1_8, X1_9.

Source: SPSS 27 results, processed by 2024 researchers.

Based on the table above, it is known that the Guttman Split-Half value is 0.579, with a significant 5% increase of 0.361. Therefore, the condition of a declared reliable statement item is $r_{hitung} > r_{table}$, i.e. $0,579 > 0,361$. Thus, it can be concluded that the declaration items for the reward variable (X1) are declared reliable.

Table of Punishment Reliability Test Results (X2)

Reliability Statistics

Cronbach's Alpha	Part 1	Value	.785
		N of Items	5 ^a
	Part 2	Value	.185
		N of Items	4 ^b
Total N of Items			9
Correlation Between Forms			.477
Spearman-Brown Coefficient	Equal Length		.646
	Unequal Length		.648
Guttman Split-Half Coefficient			.616

a. The items are: X2_1, X2_2, X2_3, X2_4, X2_5.

b. The items are: X2_5, X2_6, X2_7, X2_8, X2_9.

Source: SPSS 27 results, processed by 2024 researchers.

Based on the table above, the Guttman Split-Half score is 0.616 with a 5% significance rate of 0.361. Therefore, the condition for stating a reliable statement item is $r_{hitung} > r_{table}$, i.e. $0.616 > 0.361$. Thus, it can be concluded that the statement items for the punishment variable (X2) are declared reliable.

Tabel Employee Performance Reliability Test Results (Y)

Reliability Statistics			
Cronbach's Alpha	Part 1	Value	.614
		N of Items	6 ^a
	Part 2	Value	.663
		N of Items	6 ^b
	Total N of Items		12
Correlation Between Forms			.264
Spearman-Brown Coefficient	Equal Length		.417
	Unequal Length		.417
Guttman Split-Half Coefficient			.417

a. The items are: Y1, Y2, Y3, Y4, Y5, Y6.

b. The items are: Y7, Y8, Y9, Y10, Y11, Y12.

Source: SPSS 27 results, processed by 2024 researchers.

Based on the table above, the Guttman Split-Half value is 0.417, while a significant 5% marks is 0.361. Because $r_{hitung} > r_{table}$ ($0,417 > 0,361$), then the statement items are declared reliable. Thus, it can be concluded that the statement items for the employee performance variable (Y) are reliable.

C. Normality test Table of results of the one-sample Kolmogorov-Smirnov test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			30
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		2.06376548
Most Extreme Differences	Absolute		.101
	Positive		.101
	Negative		-.100
Test Statistic			.101
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.598
	99% Confidence Interval	Lower Bound	.585
		Upper Bound	.610

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSS 27 results, processed by 2024 researchers.

Based on the above table, the known asymp.sig (2-tailed) value is 0.200. It shows that $0.200 > 0.005$. Then it can be concluded that the residual value is distributed normally. Thus the normality assumption in the regression model has been fulfilled.

D. Multicollinearity test

Coefficients^a

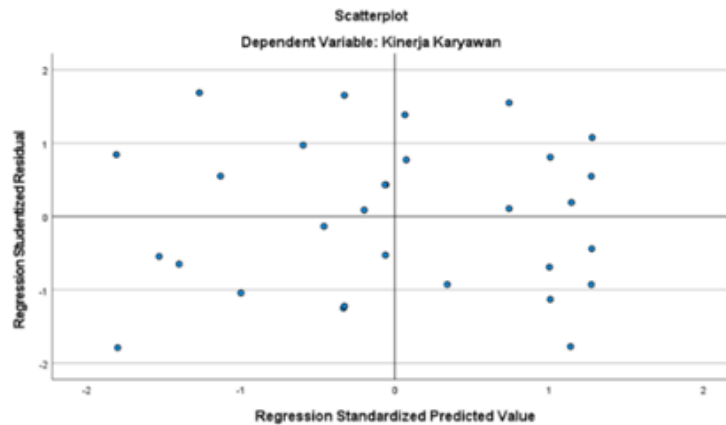
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13.565	5.688		2.385	.024		
	Reward	.281	.135	.312	2.071	.048	.808	1.238
	Punishment	.555	.162	.516	3.423	.002	.808	1.238

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 27 results, processed by 2024 researchers

Based on the calculations in the table above, the application of reward and punishment has a VIF value of 1,238, which is smaller than 10, and a Tolerance value of 0,808, that is greater than 0,10. Therefore, it can be concluded that there is no problem of multicollinearity between independent variables in the regression model.

E. Heterogeneity test



Source: SPSS V.27, processed by 2024 researchers.

Based on the scatterplot diagram shown above, data points are randomly or randomly scattered without wave patterns or narrowing, and are above and below the zero. Therefore, it can be concluded that there are no symptoms of heterocedastasis.

F. Dual Linear Analysis Table of Results of Double Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	13.565	5.688		2.385	.024
	Reward	.281	.135	.312	2.071	.048
	Punishment	.555	.162	.516	3.423	.002

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 27, processed by researchers 2024

Based on the results of the calculations in the table above the equation can be organized as follows: $Y = 13,565 + 0,281 X1 + 0,555 X2 + e$ From the above equation it can be concluded that:

1. The constant value is 13.565 and is marked positive. It shows that when Reward (X1) and Punishment (X2) have a value of zero, Employee Performance (Y) will be worth 13,565. This means that even if all free variables do not use the resulting Officer performance remains the same.
2. The Reward (X1) regression coefficient value is 0.281 and is marked positive. It shows that there is a relationship between Reward and Employee Performance. If the Reward increases by units, then Employees Performance will also increase by 0.281.
3. The Punishment (X2) regression factor value is 0.555 and is marked positive. This indicates that a relationship exists between punishment and Employer Performance.

G. Correlation Coefficient Test Table Results

Correlations

		Reward	Punishment	Kinerja Karyawan
Reward	Pearson Correlation	1	.438*	.538**
	Sig. (2-tailed)		.015	.002
	N	30	30	30
Punishment	Pearson Correlation	.438*	1	.653**
	Sig. (2-tailed)	.015		<.001
	N	30	30	30
Kinerja Karyawan	Pearson Correlation	.538**	.653**	1
	Sig. (2-tailed)	.002	<.001	
	N	30	30	30

*. Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS V.27, processed by the researcher 2024

Based on the table above, it is known that the relationship between Reward (X1) and Employee Performance (Y) is $0.538.2 \times 100\% = 28.9\%$. The relationship between Punishment (X2) and Employer performance (Y), is 0.653. The positive relationship indicates that when the Reward(X1) increases, then the Employment Performance(Y) also increases. The positive relation indicates, that when punishment(X2) increases then employee performance will also increase. Then the greatest effect on Employees' performance is positive (0653). This means that punishments(X) have a strong relationship with Employee Performance(y). The positive link indicates the positive relationship represents that when Punishing (X2), then Punishing and Rewarding will increase as well. (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538 ^a	.290	.264	2.515

a. Predictors: (Constant), Reward

Source: SPSS V.27, processed by 2024 researchers.

Based on the results of the table above, it can be seen that the value of Adjusted R Square in this study is 0.264. This means that 26.4% of changes in staff performance can be explained by changes in rewards (X1) while the remaining 0.736 or 73.6% are explained with other variables not included in this study model.

Table of results of the punishment variable determination coefficient (X2) against employee performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653 ^a	.426	.406	2.261

a. Predictors: (Constant), Punishment

Source: SPSS V.27, processed by 2024 researchers.

Based on the results of the table above, it can be seen that the value of Adjusted R Square in this study is 0.406. This means that 40.6% of changes in official performance can be explained by changes in punishment (X2) while the remaining 0.594 or 59.4% are explained with other variables not included in this study model.

Table of results of the punishment variable determination coefficient (X2) against employee performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710 ^a	.505	.468	2.139

a. Predictors: (Constant), Punishment, Reward

Source: SPSS V.27, processed by 2024 researchers.

Based on the results of the table above, it can be seen that the value of Adjusted R Square in this study is 0.468. That means that 46.8% of changes in staff performance can be explained by changes in rewards and punishments while the remaining 53.2% are explained with other variables not included in this study model.

I. Partial Significance Test (Test)

Table of Results (Uji t)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.565	5.688		2.385	.024
	Reward	.281	.135	.312	2.071	.048
	Punishment	.555	.162	.516	3.423	.002

a. Dependent Variable: Kinerja Karyawan

Source: Source: SPSS V.27, processed by researchers 2024

Based on the results of the t test then obtained results:

1. The reward variable shows a thitung value of 2,071 and the ttable is 1,701 with a significance rate of 5%. Because the thitung is 2,071 > the tables are 1,701, and the

significance value is $0,048 < 0,05$, then H_0 is rejected and H_1 is accepted. This means the reward has a significant influence on employee performance, so the first hypothesis is proved to be true.

2. The punishment variable indicates a thitung value of 3,423 and the table is of 1,701. Because the Thitung is $4,423 >$ the table are 0,701 and their significance is $0,002 < 0,05$ H_0 and H_2 are received.

J. Simultaneous Significance Test (F Test) Table of Results of Partial Signification Test (Uji F)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.852	2	62.926	13.755	<,001 ^b
	Residual	123.515	27	4.575		
	Total	249.367	29			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Punishment, Reward

Source: SPSS V.27, processed by the 2024 researcher.

Based on the table above, it is shown that the calculated value is 13,755 with a significance $<,001$. Whereas the Ftable value is 3,354 which means that the value is $13755 > 3354$ and the significance value is $<,001 < 0,05$ then H_0 is rejected and H_4 is accepted. It means reward and punishment simultaneously or jointly influence employee performance and the fourth hypothesis in this study can be proven true.

CONCLUSION

Rewards (X1) influence employee performance (Y) at PT Bank BTPN Tbk KCP Sumedang. This means that if the company provides good rewards, employee performance will increase significantly. The results of the F test (simultaneous) show that the significance value of reward (X1) and punishment (X2) on employee performance (Y) is Fcount of 13.755 $>$ Ftable 3.354 with a sig value $< 0.001 < 0.05$. This shows that reward and punishment simultaneously have a significant effect on the performance of PT Bank BTPN Tbk KCP employees Sumedang. Thus, the fourth hypothesis is proven to be correct, with the magnitude of the influence of the reward (X1) and punishment (X2) variables on employee performance (Y) amounting to 46.8%. This means that 46.8% of changes in employee performance are influenced by rewards and punishment, while the remaining 53.2% are influenced by other variables not included in this research.

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