International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Effect Of Reward And Punishment On Employee Performance At CV Sekar Wangi Jaya

Nur Khori'Ah[1*], Asnawi Hidayat, S.M., M.M.[2]

[1,2]Management Study Program, Sekolah Tinggi Ilmu Ekonomi Studi Ekonomi Modern, Jl. Diponegoro No. 69, Dusun I, Wirogunan, Kartasura, Sukoharjo, Central Java, Indonesia 57169.

Email: nurkhoriah17@gmail.com*, asnawi@stekom.ac.id

Abstract

Employee performance is one of the key factors that supports an organization in achieving its goals. One way to improve it is by implementing a reward and punishment system. Rewards are given as recognition of employees' achievements and contributions, while punishment is applied to strengthen discipline and compliance with company regulations. Initial observation at CV Sekar Wangi Jaya revealed ongoing discipline problems, with around 15% of employees arriving late and several employees leaving the workplace before working hours ended. This study aims to analyze the effect of reward and punishment on employee performance at CV Sekar Wangi Jaya. It uses a quantitative approach with a survey method. The population consisted of 57 employees, all of whom were taken as respondents through a saturated sampling technique. Data were collected using a Likert-scale questionnaire and analyzed through validity and reliability tests, classical assumption tests, multiple linear regression analysis, the t-test, the F-test, and the coefficient of determination (R^2). The results show that reward has a positive and significant effect on employee performance ($t = 6.046$; $p < 0.001$), and punishment also has a positive and significant effect on employee performance ($t = 3.216$; $p = 0.002$). Simultaneously, reward and punishment have a significant effect on employee performance ($F = 169.058$; $p < 0.001$). The R^2 value of 0.862 indicates that reward and punishment explain 86.2% of the variation in employee performance, while the remaining 13.8% is influenced by other factors outside this study. These findings suggest that a well-applied reward and punishment system can serve as one of the strategies to support better employee performance at CV Sekar Wangi Jaya.

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

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

INTRODUCTION

Human resources are a strategic asset that plays an important role in determining whether an organization achieves its goals. Amid increasingly tight business competition, companies are required to manage their human resources effectively so that productivity, operational efficiency, and competitiveness can keep improving (Suyono et al., 2022). One indicator of successful human resource management is employee performance, namely the work results that employees achieve in line with the duties and responsibilities assigned to them (Sari & Ekowati, 2021). Optimal employee performance leads to better product quality, more effective work processes, and the sustainable achievement of organizational goals (Wahyuni et al., 2024). For this reason, companies need to apply human resource management strategies that can continuously encourage better employee performance (Budiono et al., 2026).

One effort companies can make to improve employee performance is to implement a reward and punishment system. A reward is a form of recognition that the company gives to employees for their achievements, contributions, or work accomplishments, serving both as appreciation and as motivation to maintain good performance (Hakim et al., 2024). Punishment, on the other hand, is a corrective action in the form of sanctions imposed on employees who violate company rules, with the aim of strengthening discipline and responsibility at work (Rahmawati & Wahyu, 2023). A balanced application of reward and punishment is believed to shape positive work behavior, increase motivation, and lead to more optimal performance (Hustia & Rahmawati, 2024). In addition, a system of rewards and sanctions also helps build work motivation, which ultimately contributes to improved employee performance (Rizal, 2024; Siregar et al., 2022).

Various previous studies show that reward and punishment are closely related to employee performance. Studies by Wijaya et al. (2024), Selamet et al. (2023), and Afriansa et al. (2023) found that reward and punishment have a positive and significant effect on employee performance. These findings indicate that rewards matched to work achievement can raise motivation and productivity, while sanctions applied fairly and consistently can improve work discipline. However, Safitri et al. (2024) and Budiono et al. (2026) argue that the size of this effect may differ from one organization to another, since it is shaped by company characteristics, management systems, organizational culture, and the work environment. This suggests that the effectiveness of reward and punishment still needs to be examined in different organizational contexts.

Although research on the effect of reward and punishment on employee performance is abundant, most previous studies have focused on banking, cooperatives, hospitals, retail companies, and service firms (Forbeshu & Edalmen, 2023; Utami et al., 2024). Each sector has its own organizational characteristics, work systems, and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

corporate culture, so the effectiveness of reward and punishment cannot be generalized to all types of companies. Wahyuni et al. (2024) and Siregar et al. (2022) also show that differences in industry characteristics can produce variations in how reward and punishment affect employee performance. Therefore, research on medium-sized manufacturing companies is still needed to obtain more comprehensive empirical evidence on this relationship.

CV Sekar Wangi Jaya is a company engaged in the production of detergent and laundry oil, with a total of 57 employees. Initial observation by the researcher found that work discipline problems still occur, with around 15% of employees arriving late and several employees leaving the workplace before working hours end. This condition has the potential to disrupt the production process, reduce operational effectiveness, and affect the achievement of company targets. According to Suyono et al. (2022), low work discipline can lead to declining performance when a company has not yet implemented its reward and punishment system optimally. This view is supported by Hustia and Rahmawati (2024), who state that applying rewards and sanctions appropriately can improve discipline while also encouraging better employee performance.

This study offers an empirical contribution by testing the effect of reward and punishment on employee performance at CV Sekar Wangi Jaya, a producer of detergent and laundry oil. Unlike previous studies, which were dominated by the banking, cooperative, hospital, retail, and service sectors (Budiono et al., 2026; Wahyuni et al., 2024), this study focuses on a medium-sized manufacturing company that has different operational characteristics and is dealing with work discipline problems. By examining the relationship between reward, punishment, and performance based on the actual conditions of the company, this study is expected to broaden the empirical evidence on the effectiveness of both variables in the manufacturing industry and to offer relevant recommendations for improving the quality of human resource management (Rizal, 2024).

Based on this background, this study aims to analyze the effect of reward and punishment on employee performance at CV Sekar Wangi Jaya. Theoretically, the results are expected to contribute to the development of human resource management studies, particularly on the effect of reward and punishment on employee performance (Wijaya et al., 2024). Practically, this study is expected to serve as a consideration for the management of CV Sekar Wangi Jaya in formulating human resource policies that can improve employee discipline, motivation, and performance in a sustainable way (Selamet et al., 2023).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

RESEARCH METHOD

This study uses a quantitative approach with a survey method to analyze the effect of reward and punishment on employee performance. A quantitative approach is used to test hypotheses based on data that can be measured objectively (Sugiyono, 2019). The research was conducted at CV Sekar Wangi Jaya. The research subjects were all employees of CV Sekar Wangi Jaya, while the research objects consisted of reward (X1), punishment (X2), and employee performance (Y). The hypotheses tested in this study are as follows. H1: reward has a positive and significant effect on employee performance. H2: punishment has a positive and significant effect on employee performance. H3: reward and punishment simultaneously have a significant effect on employee performance.

The population of this study consisted of 57 employees. Because the population was fewer than 100 people, a saturated sampling technique was applied, so the entire population was taken as the sample. The data consisted of primary data obtained through questionnaires and secondary data from books, scientific journals, and relevant company documents. The research instrument was a questionnaire using a Likert scale, which is used to measure respondents' attitudes, perceptions, and opinions toward each statement (Sugiyono, 2019). Each variable was measured with six statement items. The instrument was tested for validity using Pearson Product Moment correlation, with an item declared valid when r count > r table, and for reliability using Cronbach's Alpha, with a criterion of > 0.60 (Ghozali, 2021).

The data were analyzed using IBM SPSS Statistics version 26. The analysis included validity and reliability tests, followed by classical assumption tests consisting of the normality, multicollinearity, and heteroscedasticity tests. Multiple linear regression analysis was then performed. The hypotheses were tested using the t-test and the F-test, while the coefficient of determination (R^2) was used to measure the ability of reward and punishment to explain the variation in employee performance.

RESULTS AND DISCUSSION

The results of this study on the effect of reward and punishment on employee performance at CV Sekar Wangi Jaya are presented based on the analysis of data collected from the respondents. These results are then discussed in light of relevant theories and previous studies.

Results

1. Respondent Characteristics

Respondent characteristics are presented to give an overview of the profile of the respondents who served as the research sample. These characteristics include gender,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

age, latest education level, and length of service. The distribution of respondent characteristics is shown in Table 1.

Table 1: Respondent Characteristics

Characteristic	Category	Frequency (persons)	Percentage (%)
Gender	Male	35	61.40
	Female	22	38.60
	Total	57	100
Age	18-25 years	40	70.18
	26-35 years	14	24.56
	36-45 years	2	3.51
	> 45 years	1	1.75
	Total	57	100
Latest Education	Junior High School or equivalent	12	21.05
	Senior/Vocational High School or equivalent	45	78.95
	Total	57	100
Length of Service	< 1 year	13	22.81
	1-5 years	41	71.93
	> 5 years	3	5.26
	Total	57	100

Source: Primary data processed (2026)

Based on Table 1, most respondents were male, totaling 35 people (61.40%), while female respondents numbered 22 people (38.60%). In terms of age, most respondents were between 18 and 25 years old, totaling 40 people (70.18%), followed by those aged 26 to 35 years, totaling 14 people (24.56%). In terms of latest education, most respondents were senior or vocational high school graduates, totaling 45 people (78.95%), while 12 people (21.05%) were junior high school graduates. Meanwhile, in terms of length of service, most respondents had worked for 1 to 5 years, totaling 41 people (71.93%), followed by those who had worked for less than 1 year, totaling 13 people (22.81%), and more than 5 years, totaling 3 people (5.26%). This shows that the respondents were dominated by employees of productive age with secondary education and sufficient work experience, so they were able to assess the reward system, the punishment system, and employee performance at CV Sekar Wangi Jaya.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

2. Validity Test Results

The validity test was conducted to determine the ability of each statement item to measure the research variables. The test used the Pearson Product Moment method with 57 respondents. The r table value was determined based on the degree of freedom (df) of n - 2, resulting in df = 55. At a significance level of 5% (α = 0.05), the r table value was 0.261. A statement item is declared valid if its r count value is greater than the r table value (0.261).

Table 2: Validity Test Results

Item	r count	r table	Description
X1.1	0.679	0.261	Valid
X1.2	0.794	0.261	Valid
X1.3	0.640	0.261	Valid
X1.4	0.461	0.261	Valid
X1.5	0.718	0.261	Valid
X1.6	0.322	0.261	Valid
X2.1	0.752	0.261	Valid
X2.2	0.672	0.261	Valid
X2.3	0.806	0.261	Valid
X2.4	0.643	0.261	Valid
X2.5	0.634	0.261	Valid
X2.6	0.586	0.261	Valid
Y1	0.706	0.261	Valid
Y2	0.689	0.261	Valid
Y3	0.706	0.261	Valid
Y4	0.623	0.261	Valid
Y5	0.673	0.261	Valid
Y6	0.650	0.261	Valid

Source: Primary data processed (2026)

As shown in Table 2, all statement items have r count values greater than the r table value of 0.261, ranging from 0.322 to 0.806. Therefore, all items for the reward, punishment, and employee performance variables are declared valid and suitable for further analysis.

3. Reliability Test Results

The reliability test was conducted to determine the consistency of the research instrument using the Cronbach's Alpha method. According to Ghozali (2021), an instrument is declared reliable if its Cronbach's Alpha value is greater than 0.60.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 3: Reliability Test Results

Variable	Cronbach's Alpha	Description
Reward (X1)	0.658	Reliable
Punishment (X2)	0.770	Reliable
Employee Performance (Y)	0.755	Reliable

Source: Primary data processed (2026)

Based on Table 3, the reward variable has a Cronbach's Alpha value of 0.658, the punishment variable 0.770, and the employee performance variable 0.755. All of these values are greater than 0.60, so all research instruments are declared reliable and have good consistency.

4. Classical Assumption Test Results

Before the multiple linear regression analysis was carried out, classical assumption tests were first conducted to ensure that the regression model met its basic assumptions. The classical assumption tests in this study included the normality, heteroscedasticity, and multicollinearity tests.

a. Normality Test

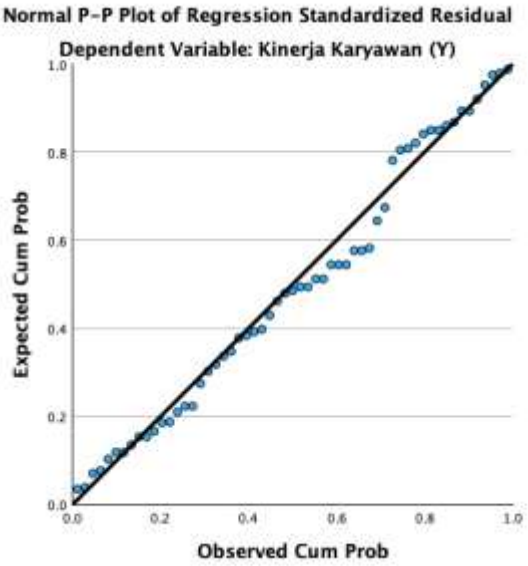


Figure 1: Normal P-P Plot of Regression Standardized Residual (Dependent Variable: Employee Performance)

Based on the Normal P-P Plot in Figure 1, the residual points are spread around the diagonal line, which indicates that the residuals are normally distributed. Thus, the regression model meets the residual normality assumption.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 4: One-Sample Kolmogorov-Smirnov Normality Test of Residual Data

Variable	N	Test Statistic	Monte Carlo Sig. (2-tailed)	Description
Unstandardized Residual	57	0.101	0.159	Normally distributed

Source: Primary data processed (2026)

Based on the results of the One-Sample Kolmogorov-Smirnov test, the number of samples (N) was 57 with a test statistic of 0.101. The significance value obtained through the Monte Carlo method (2-tailed) was 0.159. Since this value is greater than 0.05 ($p > 0.05$), H0 is not rejected. It can therefore be concluded that the residuals in the regression model are normally distributed, so the normality assumption has been met.

b. Heteroscedasticity Test

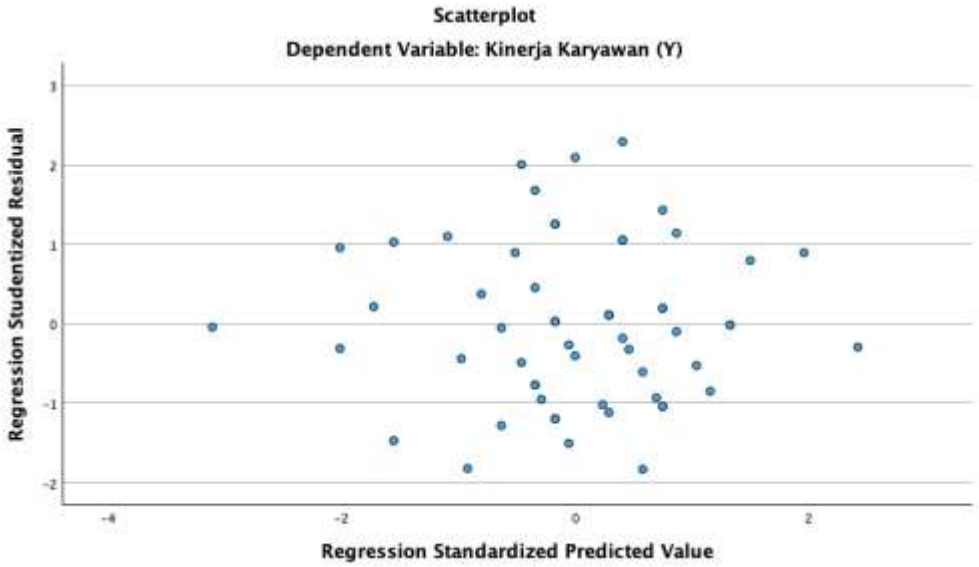


Figure 2: Scatterplot for the Heteroscedasticity Test (Dependent Variable: Employee Performance)

Based on the scatterplot between the residuals and the predicted values in Figure 2, the residual points are randomly scattered around the horizontal line without forming any particular pattern. This shows that there is no sign of heteroscedasticity, so the regression model meets the homoscedasticity assumption.

c. Multicollinearity Test

Table 5: Multicollinearity Test Results

Variable	Tolerance	VIF
Reward (X1)	0.239	4.184
Punishment (X2)	0.239	4.184

Source: Primary data processed (2026)

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Based on the multicollinearity test results in Table 5, all independent variables have tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values smaller than 10. The reward variable (X1) has a tolerance value of 0.239 and a VIF of 4.184, and the punishment variable (X2) also has a tolerance value of 0.239 and a VIF of 4.184.

These results indicate that there is no multicollinearity between the independent variables in the regression model. Thus, the regression model meets the multicollinearity assumption, and the reward and punishment variables are appropriate to be used together to explain the employee performance variable.

5. Multiple Linear Regression Analysis

Table 6: Multiple Linear Regression Analysis Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	2.238	1.323	-	1.691	0.097
Reward (X1)	0.586	0.097	0.624	6.046	< 0.001
Punishment (X2)	0.347	0.108	0.332	3.216	0.002

Source: Primary data processed (2026)

Based on the multiple linear regression analysis in Table 6, the following regression equation was obtained:

$$Y = 2.238 + 0.586\ X1 + 0.347\ X2$$

The constant value of 2.238 shows the value of employee performance when reward and punishment are equal to zero. The reward coefficient of 0.586 means that every one-unit increase in reward will increase employee performance by 0.586 units. Meanwhile, the punishment coefficient of 0.347 means that every one-unit increase in punishment will increase employee performance by 0.347 units, assuming the other variable remains constant.

6. Hypothesis Testing

a. t-Test Results

Table 7: t-Test Results

Variable	t count	Sig.	Description
Reward (X1)	6.046	< 0.001	Significant
Punishment (X2)	3.216	0.002	Significant

Source: Primary data processed (2026)

Based on the t-test results in Table 7, the reward variable (X1) has a t count value of 6.046 with a significance value of < 0.001. Since this value is smaller than 0.05, reward has a partially significant effect on employee performance. The punishment variable (X2) has a t count value of 3.216 with a significance value of 0.002. Since this value is also smaller than 0.05, punishment has a partially significant effect on employee performance.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

b. F-Test Results

Table 8: F-Test Results

Model	F count	Sig.	Description
Regression	169.058	< 0.001	Significant

Source: Primary data processed (2026)

Based on the F-test results in Table 8, reward (X1) and punishment (X2) simultaneously have a significant effect on employee performance (Y), with an F count value of 169.058 and a significance value of < 0.001.

7. Coefficient of Determination (R^2)

Table 9: Coefficient of Determination (R^2) Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.929	0.862	0.857	0.825

Source: Primary data processed (2026)

The correlation coefficient (R) of 0.929 indicates a strong positive relationship between reward and punishment and employee performance. The R Square value of 0.862 means that the independent variables explain 86.2% of the variation in employee performance, while the rest is influenced by other factors. The Adjusted R Square value of 0.857 reflects the contribution of the independent variables after adjusting for the number of predictors in the model, and the standard error of the estimate of 0.825 shows the level of deviation of the data from the model's predictions.

DISCUSSION

1. The Effect of Reward on Employee Performance

The results show that reward has a positive and significant effect on employee performance. Based on the t-test, the reward variable has a significance value of < 0.001 (< 0.05), so the first hypothesis (H1) is accepted. This finding shows that appropriately given rewards can improve employee performance at CV Sekar Wangi Jaya.

Giving rewards is one way for a company to show appreciation for employees' contributions. Rewards in the form of bonuses, incentives, or non-financial recognition can increase work motivation, job satisfaction, and employee loyalty. When employees feel that their efforts and achievements are valued, they tend to improve the quality of their work and strive to reach the targets set by the company.

This finding is in line with Reinforcement Theory, which explains that behavior followed by positive consequences tends to be repeated. In the context of this study, reward acts as positive reinforcement that encourages employees to maintain productive work behavior. Therefore, the better the reward system implemented by the company, the stronger the tendency of employees to improve their performance.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

This result is also consistent with the studies of Wijaya et al. (2024), Selamet et al. (2023), and Afriansa et al. (2023), which found that reward has a positive and significant effect on employee performance. This similarity shows that reward is one of the effective human resource management strategies for increasing work productivity. For CV Sekar Wangi Jaya, this result suggests that the company should maintain and even strengthen its reward system. Rewards that are given fairly and based on work achievement are expected to increase motivation and encourage employees to work more optimally.

2. The Effect of Punishment on Employee Performance

The results show that punishment has a positive and significant effect on employee performance. Based on the t-test, the significance value of 0.002 (< 0.05) indicates that the second hypothesis (H2) is accepted. Thus, the appropriate application of punishment can have a positive impact on improving employee performance.

Punishment in an organization is not intended merely to penalize employees, but rather to build work discipline and reduce behavior that does not comply with company regulations. Consistent application of punishment can increase employee compliance with work rules, allowing the company's operational processes to run more effectively.

This finding is also in line with Reinforcement Theory, which explains that negative consequences can reduce undesirable behavior. In this study, punishment functions as a control mechanism that helps employees become more disciplined in carrying out their duties and responsibilities.

This result supports previous studies stating that punishment applied proportionally and objectively can improve discipline and employee performance (Afriansa et al., 2023; Hustia & Rahmawati, 2024). This shows that punishment still plays an important role in human resource management as long as it is applied fairly and not excessively. For CV Sekar Wangi Jaya, this result indicates that punishment needs to be applied consistently while still upholding the principle of fairness. In this way, punishment is not only a form of sanction but also a means of guiding employees toward better work behavior.

3. The Simultaneous Effect of Reward and Punishment on Employee Performance

The F-test results show that reward and punishment simultaneously have a significant effect on employee performance, with a significance value of < 0.001 (< 0.05), so the third hypothesis (H3) is accepted. In addition, the coefficient of determination (R^2) of 0.862 shows that 86.2% of the variation in employee performance can be explained by reward and punishment, while the remaining 13.8% is influenced by other factors outside the research model.

This finding shows that improvements in employee performance are influenced not only by the rewards given, but also by the enforcement of discipline through punishment. The two variables complement each other in shaping the work behavior

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

expected by the company. Reward encourages positive behavior, while punishment reduces behavior that is not in line with organizational rules.

This result reinforces Reinforcement Theory, which explains that behavioral change can be shaped through a combination of positive reinforcement and negative consequences. By applying reward and punishment in a balanced way, a company can create a work environment that encourages motivation while maintaining employee discipline. For CV Sekar Wangi Jaya, this result implies that the company needs to manage its reward and punishment system in an integrated manner. Rewards should be given based on objective performance achievements, while punishment should be applied consistently in accordance with company regulations. This approach is expected to improve productivity, discipline, and the quality of employee performance in a sustainable way.

CONCLUSION

Based on the results of this study, it can be concluded that reward and punishment have a positive and significant effect on employee performance at CV Sekar Wangi Jaya, both partially and simultaneously. Appropriate rewards can improve performance by recognizing employees' achievements and contributions, while appropriately applied punishment can encourage discipline and compliance with company regulations. Simultaneously, reward and punishment explain 86.2% of the variation in employee performance, while the remaining 13.8% is influenced by other factors outside the research model. Thus, a reward and punishment system that is applied appropriately and consistently can be one of the company's strategies to support better employee performance.

Based on these results, CV Sekar Wangi Jaya is advised to maintain and improve the application of reward and punishment in a fair and consistent manner that reflects employee performance. Rewards can be adjusted to employees' achievements and contributions, while punishment can be applied firmly yet objectively to improve discipline. Future researchers are encouraged to consider other variables, such as work motivation, work environment, and work discipline, since 13.8% of the variation in employee performance is still explained by factors outside this research model.

ACKNOWLEDGMENT

The author would like to thank all parties who have provided support and contributions to this research. Special thanks are extended to the management and all employees of CV Sekar Wangi Jaya for granting permission, providing information, and participating as respondents in this study. The author also thanks the supervising lecturer and all other parties who have provided guidance, assistance, and support throughout

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

the research process and the preparation of this article. Hopefully, the results of this study will be useful for CV Sekar Wangi Jaya and serve as a reference for future research.

REFERENCES

Afriansa, R., Susanti, N., & Noviantoro, R. (2023). Effect of reward and punishment on employee performance of PT. Revelation of Septyan Bengkulu. *Jurnal Ekonomi, Manajemen, Bisnis dan Akuntansi Review, 3*(1). https://doi.org/10.53697/emba.v3i1.1227

Budiono, S., Sopiah, S., & Zagladi, A. N. (2026). Analysis of the reward and punishment system on employee performance at PT The Univenus. *JPEKA: Jurnal Pendidikan Ekonomi, Manajemen dan Keuangan, 10*(1), 85-98. https://doi.org/10.26740/jpeka.v10n1.p85-98

Forbeshu, C., & Edalmen, E. (2023). Pengaruh reward, punishment dan kepemimpinan terhadap kinerja karyawan PT. Air Emas. *Jurnal Manajerial dan Kewirausahaan, 5*(1), 231-240. https://doi.org/10.24912/jmk.v5i1.22671

Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26* (Edisi 10). Badan Penerbit Universitas Diponegoro.

Hakim, A. L., Faizah, E. N., Rosiawan, R. W., & Basyah, M. A. (2024). Bagaimana reward dan punishment memberikan pengaruh terhadap kinerja karyawan? *Media Mahardhika, 22*(3), 548-559. https://doi.org/10.29062/mahardika.v22i3.961

Hustia, A., & Rahmawati, D. (2024). Punishment and reward: Does it affect employee performance? *Indonesian Journal of Economics and Management, 4*(2), 270-279. https://doi.org/10.35313/ijem.v4i2.5511

Rahmawati, A., & Wahyu, I. (2023). Pengaruh reward dan punishment terhadap kinerja karyawan pada PT. Midi Utama Indonesia, Tbk Branch Makassar Departement Area Operation. *Khazanah Journal: Economics, Muamalah & Entrepreneurship, 1*(1), 1-15. https://doi.org/10.53654/kh.v1i1.439

Rizal, H. (2024). The influence of compensation and leadership style on employee performance through work motivation as an intervening variable. *Formosa Journal of Sustainable Research, 3*(7), 1391-1404. https://doi.org/10.55927/fjsr.v3i7.10288

Safitri, R. N., Nurjanah, S., & Roisah, R. (2024). Pengaruh reward dan punishment terhadap kinerja karyawan. *Value: Journal of Management and Business, 8*(2), 14-25. https://doi.org/10.35706/value.v8i2.11054

Sari, T. P., & Ekowati, S. (2021). Pengaruh reward dan punishment terhadap kinerja karyawan. *(JEMS) Jurnal Entrepreneur dan Manajemen Sains, 3*(1), 1-10. https://doi.org/10.36085/jems.v3i1.1942

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Selamet, C., Nurhasan, R., & Prawitasari, I. T. (2023). Pengaruh pemberian reward dan punishment terhadap kinerja karyawan di Kantor Koperasi Syariah BMT ITQAN Kabupaten Garut. *Journal of Knowledge Management, 17*(1), 23. https://doi.org/10.52434/jkm.v17i1.3139

Siregar, M. A., Nahla, S., Wicaksono, B., Suriandhi, D., Saraswati, S., Arifin, J., Aidha, C. N., & Prasetya, R. (2022). The impact of reward and punishment on employee performance: A case study of Magfood Amazy International Limited Liability Company. *Literate: International Journal of Social Science and Humanities, 1*(2). https://doi.org/10.52005/c4bawt89

Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.

Suyono, J., Elisabeth, D. R., Pujianto, W. E., & Larassaty, A. L. (2022). Anteseden kinerja karyawan: Reward, punishmenet dan pengawasan. *Greenomika, 4*(1), 11-22. https://doi.org/10.55732/unu.gnk.2022.04.1.2

Utami, N. M. S., Wirayuda, I. K. A., & Saraswati, N. P. A. S. (2024). Pengaruh reward, punishment dan budaya organisasi terhadap kinerja karyawan PT. Honda Cokroaminoto Sari Motor Denpasar. *Jurnal Nusa Manajemen, 1*(2), 267-283. https://doi.org/10.62237/jnm.v1i2.88

Wahyuni, T. E. T., Qomariah, N., & Sanosra, A. (2024). The impact of rewards and punishments on employee performance in the hospital industry. *International Journal of Management and Economics Invention, 10*(8). https://doi.org/10.47191/ijmei/v10i8.11

Wijaya, N., Widiyanti, M., Yusuf, M., & Hanafi, A. (2024). Pengaruh reward dan punishment terhadap kinerja karyawan pada Bank Sumsel Babel KC Prabumulih. *Syntax Literate: Jurnal Ilmiah Indonesia, 9*(9), 5135-5143. https://doi.org/10.36418/syntax-literate.v9i9.16543

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.