

## THE EFFECT OF GIVING REWARDS AND PUNISHMENT ON EMPLOYEE PERFORMANCE AT THE BANDAR LAMPUNG STATE ADMINISTRATIVE COURT

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### Abstract

This research aims to test and explain the influence of rewards on employee performance, the influence of punishment on employee performance, and the influence of rewards on punishment at the Bandar Lampung State Administrative Court. The population in this study were all employees of the Bandar Lampung State Administrative Court, totaling 42 people. This research uses a quantitative approach, and the sample selection technique is carried out using a saturated sampling method because the samples used are all members of the population. The data collection technique uses a questionnaire, and measurement uses a Likert scale. The data processing and analysis technique used in this research is multiple linear regression analysis using IBM SPSS Statistics 17 software. The results of the research analysis show that there is a simultaneous correlation between reward and punishment on employee performance. Segmentally, rewards have a significant positive influence on employee performance, while punishment does not have a significant influence on employee performance.

### Keywords

Employee Performance, Punishment, Rewards.



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## INTRODUCTION

Human resource management is an important asset in determining the success of a company's implementing activities. Human resource management can improve employee performance and help achieve predetermined goals. Employee performance is a result of work produced by an employee, which is interpreted to achieve the expected goals (Andayani & Tirtayasa, 2019). Apart from performance evaluation, in achieving company goals, a reward and punishment system is also needed to form quality human resources. Reward is an action from an employee that functions to strengthen the employee's mastery of goals, while punishment is a form of threat as well as negative consequences given to employees who have violated regulations, based on the principles of providing punishment that provides a deterrent effect (Aiysah et al., 2023).

The Bandar Lampung State Administrative Court is a part of the Supreme Court of the Republic of Indonesia, which has implemented a strict reward and punishment system to motivate and discipline employees to improve their performance further. Remuneration is very important because appreciation makes employees feel appreciated and motivated to do a good job. The company must provide rewards and punishments appropriately and fairly to its employees (Gunawan et al., 2023). Providing unfair rewards and punishment will cause social jealousy to arise among employees, which will trigger negative work relationships and, of course, have an impact on employee performance.

Based on online news sites (Sindo Newspaper, 2018), According to the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan-RB), there are 30% or around 1.35 million civil servants (PNS) whose performance is classified as poor. In carrying out their daily tasks, they are assessed at their own pace so that their performance is below the expected target. The implementation of rewards and punishment at the Bandar Lampung State Administrative Court indicates that there is a tendency to increase employee performance but has not shown maximum results, so alternative solutions still need to be sought to improve employee performance to meet the operational standards of the Bandar Lampung State Administrative Court.

Currently, the effectiveness of human resource management in improving employee performance is the main focus in many organizations, both in the private and government sectors. The Bandar Lampung State Administrative Court (PTUN), as part of the Supreme Court of the Republic of Indonesia, has implemented a strict reward and punishment system to increase employee motivation and discipline. However, according to data from the Ministry of State

Apparatus Empowerment and Bureaucratic Reform (Kemenpan-RB), as many as 30% or around 1.35 million civil servants (PNS) in Indonesia still have relatively poor performance. This fact shows that the implementation of the reward and punishment system at PTUN Bandar Lampung has indeed encouraged performance improvement but has not achieved maximum results. This indicates the need for a more effective and fair approach to implementing these policies.

In human resource management theory, reward and punishment are two instruments that are considered capable of significantly influencing employee behavior and performance. Rewards are given to strengthen employee motivation and mastery of goals, while punishment functions as a deterrent for employees who commit violations. However, gaps occur when this theory is applied in the field. At PTUN Bandar Lampung, even though there are strict policies regarding rewards and punishment, the results have not been optimal in achieving the expected performance standards. For example, giving rewards that are considered unfair can cause social jealousy among employees, which actually triggers negative work relationships and has an impact on reduced performance. Therefore, there is a need to understand more deeply why the implementation of rewards and punishments in several agencies has not been fully effective and how these policies can be optimized.

The difference between this research and previous research is the special focus on government agencies, namely PTUN Bandar Lampung, which has different regulations and internal dynamics compared to private companies. This research also emphasizes the importance of applying rewards and punishment more strategically and fairly in a bureaucratic context, where hierarchies and regulations are stricter than in other sectors. Apart from that, this research aims to find alternative solutions that are more effective in improving employee performance by examining more deeply the factors that influence the successful implementation of rewards and punishment in government agencies. By integrating field phenomena, gaps in theory and facts, and an in-depth literature review, this research is expected to provide more comprehensive insights to increase the effectiveness of reward and punishment policies in government agencies.<sup>40</sup>

Based on the events and phenomena that occurred, this research was conducted with the aim of digging deeper and developing previous research, as well as finding out whether the provision of rewards and punishments makes a positive contribution to employee performance. Thus, the author was interested in conducting research on the subject "The Effect of Rewarding and Punishment on Employee Performance at the Bandar Lampung State Administrative Court."

According to (Ariq & Prabowo, 2024), a Reward is a form of appreciation given to employees because of what they have given to the company, such as time, thoughts, and achievements. Rewards are also given to motivate employees to give their best for the company. Rewards are divided into two types, namely extrinsic rewards and intrinsic rewards. Extrinsic reward is an award that comes from outside the person. Where extrinsic rewards consist of financial rewards and non-financial rewards. Financial rewards consist of Salary, allowances, and bonuses/incentives. Non-financial rewards consist of interpersonal rewards and promotions. Meanwhile, the intrinsic reward is an award that is regulated by oneself and consists of completion, achievement, and autonomy. The purpose of rewards, according to Nugroho (Ismah et al., 2023), is to encourage and increase employee morale to achieve the targets set by the company. The rewards given are physical or non-physical, which make the recipient feel proud. Based on several definitions, it can be concluded that a reward is something that a company gives to employees for their performance contributions.

Dymastara (2020) and (Sinaga et al., 2024) define punishment as the act of presenting unpleasant or undesirable consequences as a result of carrying out certain behavior. Next, punishment, according to (Bandiyono et al., 2021), is defined as punishment for employees who violate regulations. Punishment is a procedure carried out to correct undesirable behavior in a short time and carried out wisely (Desiyani et al., 2023). Punishment as an unpleasant act, in another sense, means that there is knowledge and understanding of the rules that apply in the workplace, there is notification about the prohibition on coming late, not coming to work, and the prohibition on conversing with colleagues during working hours, there is discipline in enforcing workplace regulations, and there are warnings in the form of sanctions or punishment given to employees consciously when a violation occurs so that it does not happen again (Ismah et al., 2023).

Performance is the result of a person's work in achieving organizational goals based on company instructions and regulations (Desiyani et al., 2023). Performance will be assessed by the company by comparing the results and targets determined by the company. Employee performance is a work result achieved by a person in carrying out the tasks assigned to him, which is based on skill, experience, seriousness, and time. By assessing performance, we can find out what is lacking or what is needed, as well as what problems employees are facing, so that the company can carry out evaluations aimed at developing the company. The influence of employee performance is very large on the level of success in a company (Gunawan et al., 2023). Good employee performance will follow good results in the development of a company's business. On the other hand, poor employee

performance will also hurt the company's success.

## METHOD

This research will be carried out at the Bandar Lampung State Administrative Court from August until completion. This type of research is quantitative research, namely research that uses data processes in the form of numbers as a tool for analyzing data to carry out research studies, especially regarding what has been researched. (Nurlan, 2019) stated that quantitative is systematic scientific research on parts and phenomena and the causality of their relationships. The aim of quantitative research is to develop and use mathematical models, theories, or hypotheses related to natural phenomena. The population in this study were employees of the Bandar Lampung State Administrative Court, and the sample of all Bandar Lampung PTUN employees was 42 respondents. According to Sugiono (2018) and (Mustopa et al., 2022), the sampling technique used when all members of the population are used as samples is a saturated sampling method. Data collection was carried out by distributing questionnaires to respondents, and data processing was carried out using validity, reliability, and multiple linear regression analysis. In the research, a Likert scale was used with research numbers 1-5, where a value of 1 is strongly disagree, and a value of 5 is strongly agree. (Winarni, 2021) said the Likert Scale is a psychometric scale that is commonly used in questionnaires and is the scale most widely used in research in the form of surveys.

The data used in this research are primary data and secondary data:

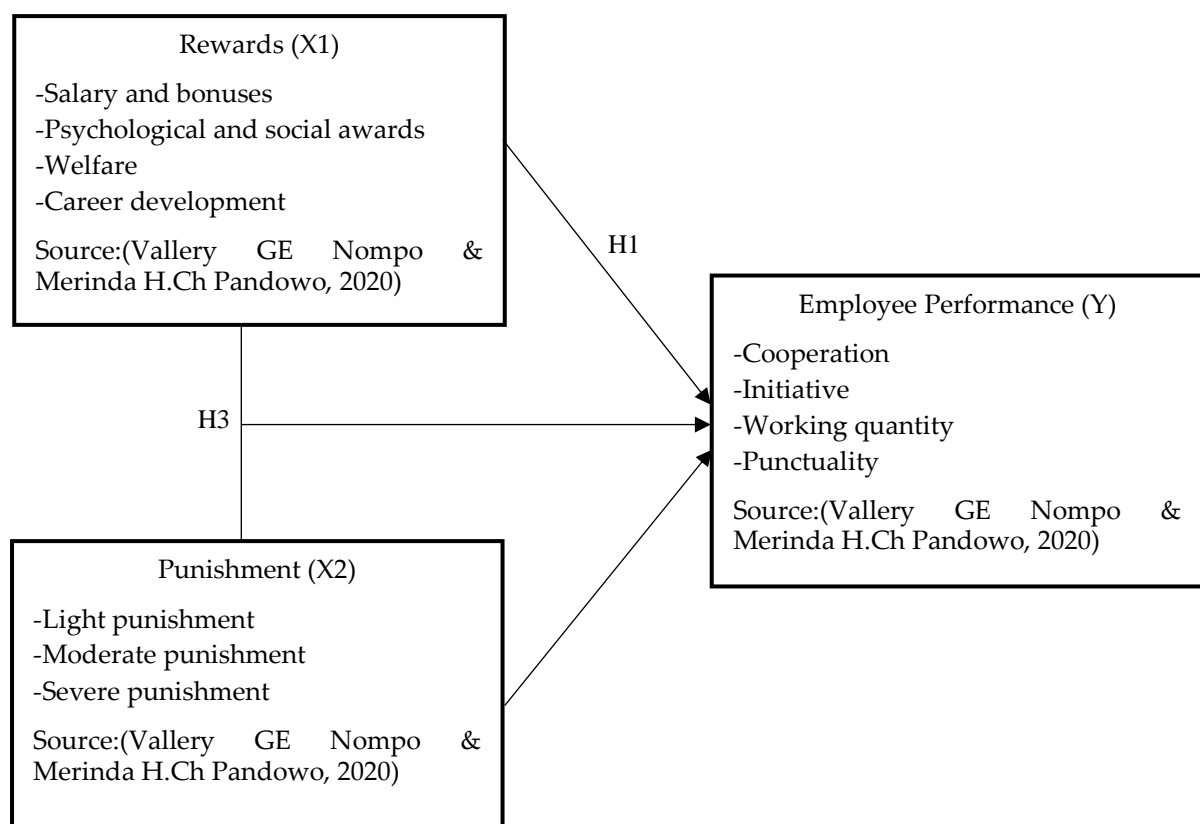
**Primary Data:** Data obtained directly from the original source through questionnaires distributed to respondents, namely employees at the Bandar Lampung State Administrative Court (PTUN). This primary data consists of employees' responses or perceptions regarding the reward and punishment system implemented and their performance. This data was collected using a 1-5 Likert scale, where a value of 1 means strongly disagree and a value of 5 means strongly agree (Winarni, 2021).

**Secondary Data:** Data obtained from various literature, such as journals, books, annual reports, and other relevant official sources, including Bandar Lampung PTUN internal reports, policies related to reward and punishment, and supporting theories related to employee performance. This secondary data is used to support the analysis and interpretation of primary data.

The population in this study were all employees of the Bandar Lampung State Administrative Court (PTUN). The sample used in this research was the total number of PTUN Bandar Lampung employees, namely 42 respondents. According to Sugiono (2018) and Mustopa et al. (2022), the sampling technique used when all members of the population are used as samples is the saturated sampling method.

### Research Hypothesis

A hypothesis is a temporary answer to a research problem (Novita Herlina et al., 2021). The hypothesis for this research can be illustrated as follows:



**Figure 1.** Research Framework

Based on the description of the background and framework of thought, the following research hypothesis can be formulated:

H1: Reward (X1) has an influence on employee performance (Y) at the Bandar Lampung State Administrative Court.

H2: Punishment (X2) has an influence on employee performance (Y) at the Bandar Lampung State Administrative Court.

H3: Rewards (X1) and Punishment (X2) have an influence on Employee Performance (Y) at the

Bandar Lampung State Administrative Court.

## FINDINGS AND DISCUSSION

### Findings

#### 1. Test Instrument Requirements

##### a. Validity Test

The validity test is used to measure whether the research questionnaire is valid or not. Validity testing is carried out by calculating the correlation of each research variable. A questionnaire is said to be valid if the correlation value  $r_{\text{count}} \geq r_{\text{table}}$  with a significance level fit 0.05. If the  $r_{\text{table}}$  is at  $n = 42$  with the formula  $DF = n - 2$ , then you get the  $r_{\text{table}}$  at number 40, namely 0.304. The results of the validity test can be seen in the table below:

**Table 1.** Validity Test Results

No	Variables / Indicators	R-count	R-Table	Information
1.	Rewards			
	X1.1	0.515	0.304	Valid
	X1.2	0.759	0.304	Valid
	X1.3	0.834	0.304	Valid
	X1.4	0.688	0.304	Valid
	X1.5	0.718	0.304	Valid
2.	Punishment			
	X2.1	0.520	0.304	Valid
	X2.2	0.650	0.304	Valid
	X2.3	0.705	0.304	Valid
	X2.4	0.819	0.304	Valid
	X2.5	0.792	0.304	Valid
3.	Employee Performance			
	Y.1	0.836	0.304	Valid
	Y.2	0.754	0.304	Valid
	Y.3	0.784	0.304	Valid
	Y.4	0.819	0.304	Valid
	Y.5	0.600	0.304	Valid

Source: Data processed by researchers using SPSS V.27, (2024)

Based on processing the validity testing data in Table 1, it is known that the statements in the variables meet the requirements to be considered valid because  $r_{\text{count}} > r_{\text{table}}$ , namely 0.304. All  $r_{\text{count}}$  values listed are greater than the  $r_{\text{table}}$  (0.304), so all indicators are declared valid and can be used as research measuring tools. There is no indicator that has an  $r_{\text{count}}$  value smaller than 0.304, so the statements on all the independent variables

(Reward and Punishment) and the dependent variable (Employee Performance) are declared valid as research measuring tools and can be processed further.

### b. Reliability Test

Reliability tests are carried out to test the level of reliability of research measuring instruments and are useful for testing the consistency of data over time. The reliability test was carried out by comparing the Cronbach's alpha ( $\alpha$ ) value. Questions in the questionnaire are considered reliable, consistent, and relevant to the variables in the study if the Cronbach's alpha ( $\alpha$ ) value limit of 0.70 is met. The following is a table of reliability test results:

**Table 2.** Reliability Test Results for Independent and Dependent Variables

No	Variables	Cronbach's Alpha	N of Items	Information
1.	Rewards (X1)	0.717	5	Reliable
2.	Punishment (X2)	0.734	5	Reliable
3.	Employee Performance (Y)	0.778	5	Reliable

Source: Data processed by researchers using SPSS V.27, (2024)

Based on the research results in Table 2, it is known that all variables in this study each have a Cronbach's Alpha value  $> 0.70$ ; all Cronbach's Alpha values are greater than 0.70, which means that all variables in this study meet the reliability requirements so that the measuring instruments used are considered reliable, consistent and relevant for further processing. There is no variable that has a Cronbach's Alpha value below 0.70, so it can be concluded that each statement can be trusted, and the measuring instrument used is reliable, consistent, and relevant, so it is suitable for further processing.

## 2. Data Analysis Techniques

### a. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the effect of the independent variables, namely Reward (X1) and Punishment (X2), on the dependent variable, namely Employee Performance (Y). To test the truth and hypothesis proposed, it can be tested using multiple linear regression. The following is a table of multiple linear regression results:



**Table 3.** Results of Multiple Linear Regression Analysis

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,630	3,252		1,731	,091
1 Rewards (X1)	,606	,156	,531	3,882	,000
Punishment (X2)	,159	.116	,188	1,375	,177

a. Dependent Variable: Employee Performance (Y)

Source: Data processed by researchers using SPSS V.27, (2024)

Based on the research results in Table 3, a regression equation was found that describes the relationship between these variables, namely:  $Y = 5.630 + 0.606 \cdot X1 + 0.159 \cdot X2 + e$ . The linear regression equation in question is as follows:

- 1) A constant value of 5,630 shows the level of employee performance amounting to 5,630 if the independent variables (Reward (X1) and Punishment (X2) variables) do not change or are constant.
- 2) The regression coefficient value for the Reward variable (X1) is 0.606; this shows that if there is an increase of one value in the Reward variable (X1), it means there is an increase in value of 0.606.
- 3) The regression coefficient value for the Punishment variable (X2) is 0.159, which shows that if there is an increase of one value in the Punishment variable, there is a decrease in the value of 0.159.

So, the independent variables, Reward (X1) and Punishment (X2) have a positive or unidirectional influence on employee performance (Y).

#### a. Partial Test (T-Test)

The T-test is used to test whether an independent variable really has an influence on the dependent variable. The following is a table of partial hypothesis test results (t-test):

**Table 4.** T Test Results

Coefficients			
Model	t	Sig.	Information
Rewards (X1)	3,882	,000	Significant
Punishment (X2)	1,375	,177	Not Significant

Source: Data processed by researchers using SPSS V.27, (2024)

Based on the research results in Table 4, hypothesis testing in this study was carried out with a significance level of 0.05, while the t-table value can be calculated in the t-test table with the formula ( $DF = n - k$ ) or ( $DF = 42 - 3 = 39$ ). So we get a t-table of 2.022. To find out the magnitude of each independent variable partially to the dependent variable is as follows:

- 1) Test the partial influence hypothesis between Reward (X1) on Employee Performance (Y)

Based on the results of the tests carried out, it was obtained that the t-count was  $3.882 < t$  table 2.022 with a significance level of 0.05, namely  $0.000 < 0.05$ . So, it can be concluded that the Reward variable (X1) partially has a significant effect on Employee Performance (Y).

- 2) Test the partial influence hypothesis between Punishment (X2) on Employee Performance (Y)

Based on the results of the tests carried out, it was obtained that the t-count was  $1.375 < t$  table 2.022 with a significance level of 0.05, namely  $0.177 > 0.05$ . So, it can be concluded that the Punishment variable (X2) partially has no significant effect on Employee Performance (Y).

#### b. Simultaneous Test (F Test)

The F test is used to find out how far the independent variables together have a significant influence on the dependent variable. The following is a table of simultaneous hypothesis test results (f test):

**Table 5.** F Test Results

		ANOVA <sup>a</sup>			
Model		Sum of Squares	df	Mean Square	F
	<b>Regression</b>	<b>160,378</b>	<b>2</b>	<b>80,189</b>	<b>13,098</b>
1	Residual	238,765	39	6.122	
	Total	399.143	41		

a. Dependent Variable: Employee Performance (Y)  
b. Predictors: (Constant), Punishment (X2), Reward (X1)

Source: Data processed by researchers using SPSS V.27, (2024)

Based on the research results in Table 5, hypothesis testing in this study was carried out by comparing f count with f table values at a significance level of 0.05. The calculated f value is 13.098 with ( $df1 = k-1$ ) or ( $df1 = 3-1 = 2$ ), then the degree of the numerator is two and ( $df2 = nk$ ) or ( $df2 = 42-3 = 39$ ) for the degree of the denominator, then we get f table of 3.24 means

$f_{\text{count}} > f_{\text{table}}$ , namely  $13.098 > 3.24$  with a significance value of  $0.000 < 0.05$ . So, it can be concluded that H3 is accepted. Namely, the Reward (X1) and Punishment (X2) variables together have a significant effect on Employee Performance (Y).

#### c. Coefficient of Determination Test (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) is the amount of variation that can be explained by the Reward and Punishment variables on employee performance. If R<sup>2</sup> gets closer to the value 1, it means that the reward and punishment variables can explain employee performance getting bigger, but if it approaches the value 0, it means the reward and punishment variables in explaining employee performance are getting smaller. The following is a table of coefficient of determination test results (R<sup>2</sup>):

**Table 6.** R-Square Test Results

Model	R	R Square	Model Summary	
			Adjusted R Square	Std. Error of the Estimate
1	.634a	.402	.371	2.47430

a. Predictors: (Constant), Punishment (X2), Reward (X1)

Source: Data processed by researchers using SPSS V.27, (2024)

Based on Table 6, the R square value of 0.402 means that the Reward (X1) and Punishment (X2) variables can explain the Employee Performance (Y) variable by 40.2%, and the remaining 59.8% is influenced by other variables not examined in this research.

## Discussion

### The Effect of Rewards on Employee Performance

Based on the research results, it is known that the Reward variable (X1) has a positive and significant effect on the Employee Performance variable (Y) at the Bandar Lampung State Administrative Court, where if the reward increases, employee performance will also increase. Rewards have indicators that create a sense of enthusiasm and further improve performance, such as salary, allowances, and other indicators that can make employees feel satisfied and appreciated to continue improving their performance. The results of this research are in accordance with previous research by (Kadek et al., 2022), (Sidik et al., 2023), And (Sinaga et al., 2024). This shows that the better the rewards in the company, the more employee performance will improve. So H1 is said to be accepted because, in general, this research proves the research hypothesis that rewards influence employee performance.

### **The Effect of Punishment on Employee Performance**

Based on the results of research that has been carried out, the Punishment variable (X2) has a positive but not significant effect on Employee Performance (Y) at the Bandar Lampung State Administrative Court, where the punishment system implemented in the company may not motivate employees to improve their performance, and there are other factors outside the punishment system that are not included in the analysis actually have a greater impact on employee performance. Punishment in a job is the employee's will and willingness to fulfill and comply with all applicable rules and regulations, both written and unwritten (Vallery et al. Pandowo, 2020). The results of this research are in accordance with previous research by (Andy et al., 2022), which shows that Punishment has no significant effect on Employee Performance. So H2 is said to have no real effect because Punishment does not have a significant effect on employee performance at the Bandar Lampung State Administrative Court.

### **The Effect of Rewards and Punishments on Employee Performance**

Based on the results of research that has been carried out, the variables Reward (X1) and Punishment (X2) together have an effect on Employee Performance (Y). This means that rewards and punishment can influence employee performance at the Bandar Lampung State Administrative Court. The results of the research show that respondents had a good perception of the reward and punishment system implemented by the company. This is in line with research conducted by (Zaenal et al., 2024), which revealed that the application of Rewards, which is an appreciation given especially to employees who excel, together with Punishment, which is a prohibition on employees from working in accordance with the provisions and not deviating are two regulations that balance and motivate each other. The results of this research support research conducted by (Sofiati, 2021) And (Purnomo, 2021), which show that reward and punishment jointly influence employee performance, so H3 is accepted.

### **CONCLUSION**

Based on the results of research conducted to find out whether reward and punishment influence employee performance, it can be concluded that reward (X1) has a positive and significant effect on employee performance (Y). This means that the company's performance will be good if the rewards given are fair, regardless of the closeness between the leader and his subordinates personally. Apart from that, punishment (X2) also has a positive effect on employee performance

(Y) but is not significant, and both have a simultaneous effect on employee performance. With the results of this research, researchers hope that it will be useful for companies in managing the performance of their employees because reward and punishment influence the performance of employees at the Bandar Lampung State Administrative Court. So the more the company provides rewards for an employee's performance, the higher the employee's performance will be, which ultimately causes employee productivity to increase, the company's targets will always be achieved, and a good image for the company will be created.

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