The Effect of Reward and Punishment on Employee Performance Through Work Motivation as an Intervning Variable (Case Study at PT. MOA)

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Abstract

This research aims to investigate the effect of reward and punishment on work motivation and employee performance at PT. MOA. The research methodology uses Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SmartPLS analysis tool, allowing in-depth analysis of the relationship between the variables studied. The research population includes employees from various levels and functions at PT. MOA, with 155 respondents selected representatively as the research sample. The research results show that rewards have a positive and significant influence on work motivation, while punishment also contributes to motivation, independent of the level of perceived severity. Furthermore, reward and punishment make a positive contribution to employee performance. These findings provide valuable insight for PT management. MOA to design more effective employee motivation strategies and improve the company's reward and punishment system, as well as understand more deeply the complex interactions between reward, punishment, work motivation and employee performance in a business context.

Keywords: Motivation, Performance, Reward, Punishment

1. Introduction

Employee motivation and performance play a central role in organizational success (Robbins & Coulter, 2009). The question of how organizations motivate their employees and the extent to which this motivation influences individual performance has become a focus of attention in various business and industrial contexts. Rewards, including recognition, financial incentives, and promotions, are often considered a primary tool for increasing employee motivation (Robbins & Coulter, 2009). Latham and Pinder's (2005) research also emphasizes the importance of work performance awards to increase employee motivation. Apart from that, punishment is also a factor that needs to be considered in human resource management. Inappropriate or unfair sanctions can reduce employee motivation and have a negative impact on performance (Latham and Pinder, 2005). Therefore, managers must find the right balance between reward and punishment to create a work environment that is conducive to optimal performance.

Employee motivation and performance are two important aspects in human resource management. When employees feel motivated, they tend to be more productive, more dedicated, and contribute positively to achieving organizational goals. Conversely, low motivation can lead to poor performance, high levels of absenteeism, and even high employee turnover. Robbins and Coulter (2009) observed that rewards, including recognition, financial incentives, and promotions, are often considered the primary means of motivating employees. These rewards build employee self-confidence, increase job satisfaction, and encourage efforts to achieve organizational goals. On the other hand, inappropriate or unfair sanctions can reduce employee motivation (Latham & Pinder, 2005). In some cases, excessive sanctions can create a toxic work environment and disrupt relationships between managers and employees. Therefore, managers must maintain an appropriate balance between rewards and punishments to create a work environment that encourages optimal performance (Robbins & Coulter, 2009; Latham & Pinder, 2005).

Human resource management research also highlights other aspects that influence employee motivation and performance. For example, motivation theories such as Frederick Herzberg's Hygiene Motivation Theory and Douglas McGregor's Theory X and Theory Y have provided valuable information for understanding the factors that influence employee motivation and performance. In addition, external factors such as working conditions, organizational environment and company culture also play an important role in employee motivation and performance (Herzberg, 2003; McGregor, 1960). Therefore, managers should consider these factors when designing employee motivation and performance management strategies.

In the global context and digital era, new challenges are also emerging. Changes in work methods, flexibility and remote work are impacting how organizations motivate and manage employee performance. Recent human resource management studies also address issues such as flexible work, virtual teamwork, and performance measurement in ever-changing work environments (Kerstens, Chappelow, & King, 2020).

Reward or appreciation is one of the main factors that is a topic of debate in human resource management literature. Rewards can take many forms, including recognition, financial incentives, or promotions. Recognition of employee achievements, in the form of verbal appreciation or material rewards, is often considered one of the most powerful tools for motivating employees. According to research by Robbins and Coulter (2009) in the book "Management", recognizing work achievements can increase employee self-confidence and motivation, thereby improving their performance. Empirical evidence from various studies also supports the positive role of rewards in increasing productivity and job satisfaction.

Empirical evidence supporting the positive role of rewards in increasing productivity and job satisfaction is also available in various studies. For example, research conducted by Deci and Ryan (2000) in "The 'What' and 'Why' of Goal Pursuit:

Human Needs and Behavioral Self-Determination" highlights the concept of self-determination theory which emphasizes the importance of achieving goals. . basic psychological needs, including a sense of competence, autonomy, and social connectedness, to

increase employee motivation and performance. In this context, rewards designed to meet these needs can be a powerful motivator to improve performance.

In addition, in a study conducted by Eisenberger and Cameron (1996) included in "The Adverse Effects of Rewards:

Fact or Myth?" discusses the concept of "reward satiation", where excessive rewards can reduce the effectiveness of motivation. Therefore, it is important for organizations to design reward programs that are balanced and tailored to individual performance, while still paying attention to employees' psychological needs. How to motivate employees? emphasizes the importance of motivation, such as rewards, in influencing employee performance. He believes that rewards given carefully and appropriately can stimulate intrinsic motivation, namely motivation that arises from within the individual and tends to last a long time. This means rewards that are based on Understanding employee psychological needs can be an effective way to increase productivity and job satisfaction.

Therefore, this resource provides a theoretical foundation and strong empirical evidence supporting the positive role of rewards in motivating employees and improving their performance, noting that identifying the Determination and allocation of rewards must take into account the individual's psychological needs and maintain a balance so that it should not be done. excessive.

However, on the other hand, there is a different view that focuses on the role of punishment as a way to influence employee behavior (Latham, 2012). Sanctions can refer to disciplinary actions, reprimands, or other sanctions imposed when employees fail to meet standards or violate company regulations.

In some cases, punishment may be considered a necessary tool to maintain discipline and ensure compliance with organizational policies. As part of this research, it will be analyzed how rewards and punishment affect employee motivation, as well as how employee motivation affects their performance. This research uses a case study method at PT. MOA, a company with 155 employees interviewed from various backgrounds and different levels. The aim of the research is to find out whether reward and punishment have a direct effect on the work motivation of PT employees. MOA, as well as the level of work motivation, plays a mediating role in the relationship between rewards, punishments and employee performance.

In the context of continuously changing business dynamics, human resource management is one of the key aspects to ensure the sustainability and success of an organization. According to research by Robbins and Judge (2019), the effectiveness of human resource management has a direct impact on overall organizational performance. Therefore, this research was conducted to determine the effect of reward and punishment on employee work motivation, as well as the relationship between this motivation and employee performance. A study by Deci and Ryan (2020) highlights the importance of intrinsic motivation in improving job performance and satisfaction. This research focuses on work motivation as a mediator between reward, punishment and employee performance, and is linked to the results of motivation theory. In this context, this research tries to introduce the case study method at PT. MOA is a company that reflects the diversity of backgrounds and

levels of its employees, in accordance with the qualitative analysis guidelines described by Miles and Huberman (2019). The high level of complexity in implementing human resource management, especially reward and punishment strategies, is better understood through Lawler's (2018) latest research.

This research aims to explore practical insights in the management and development of human resources in line with the concepts put forward by Lawler.

By investigating these variables, this research aims to provide a comprehensive understanding of how organizations can design effective employee motivation strategies and improve reward and punishment systems that meet organizational and individual needs. By exploring the complexity of the relationship between rewards, punishments, work motivation, and employee performance, this research can make a significant contribution to theoretical and applied understanding. We hope that by combining the results of this analysis, companies can maximize the potential of their human resources. These implications are very important when companies develop strategies to achieve higher business goals.

This research not only provides a better understanding of the influence of rewards and punishment on employee motivation, but also provides an understanding of the complex dynamics that can arise in the management and development of human resources. The results of this research have important implications for PT management. MOA and similar organizations are designing more effective strategies to motivate employees and improve corporate reward and punishment systems. It is hoped that the results of this research can help organizations maximize the potential of their human resources and achieve higher business goals.

2. Research Methods

2.1. Research design:

This research uses quantitative methods with a case study design at PT. MOA. A quantitative approach allows a more structured and statistical analysis of the influence of rewards, punishments, work motivation and employee performance.

2.2. Population and sample:

This research population only includes PT staff. MOA. The sampling technique used was purposive sampling, which was selected based on certain characteristics relevant to this research. A total of 155 respondents from various backgrounds and levels in the company became the research sample.

To determine the appropriate sample size, the formula is used:

$$n = \frac{N}{1 + (N \times e^2)}$$

In the formula above:

n is the number of samples required.

N is the population (in this case, 252 PT. MOA employees).

e is the allowable error rate, in this case, 0.63 (approximately 5%).

$$n = \frac{252}{1 + (252 \times 0.63)}$$

$$= \frac{1450}{1 + (0.63)}$$

$$= \frac{1450}{1.63}$$

$$n = 154,60$$

After calculations, the number of samples required is around 154.60. Therefore, by taking a sample of 155 respondents, this research is consistent with the sample size calculation based on the formula above.

In summary, this study focuses on a population that includes PT staff. The MOA and sample size of 155 respondents were selected using a purposive sampling technique, according to the calculation of the number of samples allowed according to the formula above. This allows research to achieve representation in analyzing the influence of reward, punishment, work motivation and employee performance at PT. MOA.

2.3.Research Instruments

Data was collected through distributing questionnaires which had been prepared based on the dimensions in the research, namely Reward, Punishment, Work Motivation and Employee Performance. The questionnaire has been tested for validity and reliability before use.

Before entering Table 1, we display the variables of the Partial Least Squares Structure Equation Modeling (PLS-SEM) analysis framework method. It is important to understand that PLS-SEM is used to examine and analyze complex relationships between rewards, punishments, and tasks. The performance of PT employees is used as motivation. Table 1 provides an overview of the survey questions asked of respondents for each variable.

Table 1. Variables

Rewards	
No	**Question**
1.	I feel satisfied with the reward system implemented in the company
2.	I feel that the reward system in the company encourages me to achieve more
3.	*Rewards*what I have received so far is in accordance with my work achievements
4.	The reward system in the company provides enough incentive for me to work harder
5.	The reward system in the company provides proper recognition for my work efforts
Punishment	
No	**Question**
1.	I feel that the company's punishment system is effective in dealing with work violations
2.	The penalties applied in the company are the main consideration for me to comply with the rules

3.	The company's punishment system provides a sufficient deterrent effect on work violations
4.	The company's punishment system provides justice and certainty for every work violation
5.	I feel the punishment system in the company is too harsh and motivating to maintain my work performance

Work motivation	
No	**Question**
1.	I feel motivated to work hard in this company
2.	I feel working at this company provides good career development
3.	I feel working at this company allows me to achieve my personal and professional goals
4.	I feel recognized and appreciated for the work I do at the company
5.	I feel I have an important responsibility in this company

Employee performance	
No	**Question**
1.	I feel my work performance is very good
2.	I feel that my work achievements are in line with the targets set by the company
3.	I feel that my work performance makes a positive contribution to the company
4.	I feel my work is always done well and on time
5.	I feel like I work efficiently and productively at this company

This table contains four main variables: rewards, punishments, work motivation, and employee performance. Each variable has five questions designed to measure employee perceptions and experiences regarding that aspect. These questions are carefully designed to cover relevant aspects and provide comprehensive information regarding the impact of rewards and punishments on employee motivation and work performance. Table 1 aims to visually illustrate the structure of the questionnaire used in this study and provide a basis for the subsequent PLS-SEM analysis. Data obtained from these questions were processed and analyzed using PLS-SEM to determine the relationship between variables and their impact on work motivation and performance of PT employees. MOA.

2.4. Data analysis:

Data analysis was carried out using Partial Least Square (PLS). PLS is a structural analysis technique for testing conceptual models and measuring relationships between research variables (Hair et al., 2017). PLS is the right choice because it allows testing complex hypotheses with relatively small samples.

2.5. Analyzed variables:

In data analysis, the variables analyzed are reward (R), punishment (P), work motivation (MK) and employee performance (KK) as explained in the questionnaire.

Data processing:

The data obtained from the questionnaire will be entered into the PLS analysis support software. Data will be analyzed to test research hypotheses about the relationship between reward, punishment, work motivation and employee performance.

Table 2. Analysis Results

	Kinerja Ka	Motivasi K	Punishme	Reward
KK1	0.841			
KK2	0.956			
KK3	0.871			
KK5	0.770			
MK1		0.831		
MK4		0.906		
MK5		0.877		
P2			0.855	
P3			0.921	
P4			0.910	
P5			0.949	
R1				0.811
R2				0.878
R3				0.835

Table 3. T-Value and Structural Estimates

	Sampel As	Rata-rata	Standar D	T Statistik	P value
Kinerja Karyawan - >	0.370	0.352	0.133	2.771	0.006
Punishment -> Kinerj	0.381	0.375	0.075	5.050	0.000
Punishment -> Motiv	0.346	0.343	0.087	3.954	0.000
Reward -> Kinerja Ka	0.592	0.598	0.080	7.374	0.000
Reward -> Motivasi I	0.210	0.232	0.103	2.040	0.042
Punishment -> Kinerj	0.141	0.143	0.078	1.811	0.071
Reward - > Kinerja Ka	0.219	0.198	0.073	2.988	0.003

This research method allows comprehensive measurement of the variables tested, taking into account the impact of reward and punishment on work motivation and employee performance at PT. MOA. The results of data analysis with PLS will provide a clear picture of the relationship between these variables and how work motivation may act as a mediator. Thus, this method allows a deeper understanding of the complexity of factors that influence employee performance in the company.

3. Research Results and Discussion

Before starting a detailed discussion of these findings, it is important to understand the context and scope of this research.

This research was conducted to determine the effect of reward and punishment on work motivation and employee performance at PT.MOA. Robbins and Judge (2019) stated in their book that work motivation and employee performance are closely related and can be influenced by external factors such as reward and punishment. As a first step, we examined the key insights

gained from careful data analysis and the use of partial least squares structural equation modeling (PLS-SEM) methods with the SmartPLS analysis tool. A recent study by Hair et al. (2021) found that PLS-SEM is an effective method for analyzing complex relationships between variables that exist in the context of management research.

Figure 1 shows the framework used in partial least squares structural equation modeling (PLS-SEM) analysis. The first part of the image has not been examined in detail. As part of our detailed analysis, we examine each component to identify key elements that require special attention. This process not only provides an overview of the model structure, but also allows for detailed description or modification of certain elements that require adjustment, in line with the principles proposed by Wold (1985) and Henseler et al. The proposed PLS-SEM principle. (2014). Let's examine each section carefully to ensure that the model accurately reflects the relationships between the variables tested in this study.
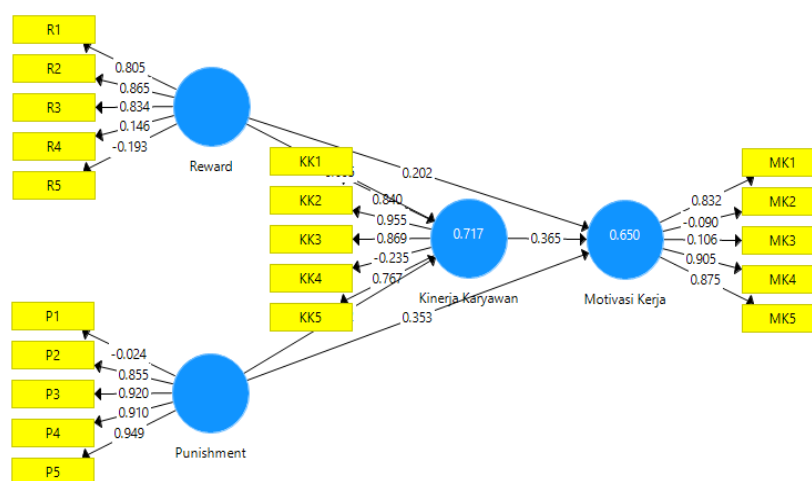

Figure 1. Initial Outer Model

Figure 1 illustrates the framework used in PLS-SEM analysis. The initial section has not been reviewed, and through the analysis process, changes and modifications will be made by deleting inappropriate or invalid values. This aims to ensure that the resulting model is representative and accurate in reflecting the relationships between the variables studied.

In assembling the framework of thought and analysis results, this research process has presented a clear picture through Figure 1 and Figure 2. Figure 1 provides an initial basis which is then analyzed in depth to produce Figure 2, which has been modified to increase the validity of the data. This approach ensures that each element of the PLS-SEM model used accurately reflects the interactions of the variables under study.
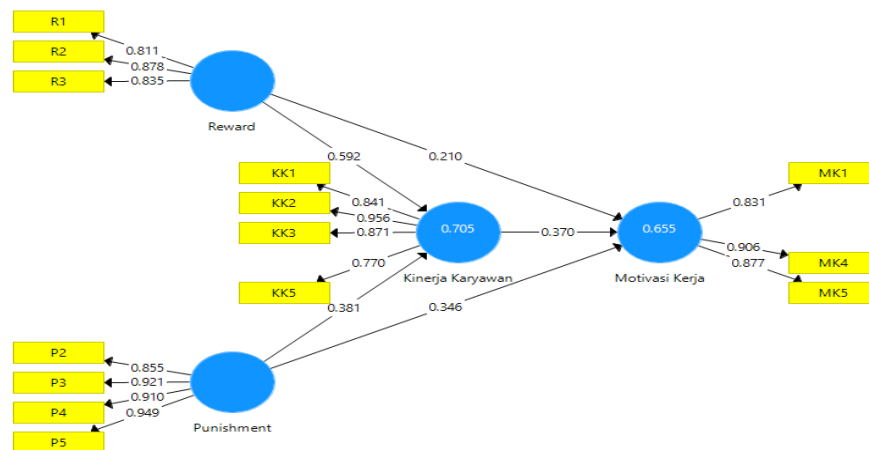
Figure 2. Final Outer Model

After going through the analysis and modification process, the updated partial least squares structural equation model (PLS-SEM) with data validity adjustments is shown in Figure 2. The parts that were not initially reviewed have undergone many adjustments to ensure the completeness and validity of the data used in the research This. In developing this model, data validation steps, including testing the reliability and validity of the measurement instruments, were carried out according to the procedures described by Hair et al. The proposed guidelines have been implemented. (2019). The construct validity of the variables was remeasured using existing methods and is consistent with the framework introduced by Fornell and Larcker (1981). Adjustments made at the start of Figure 2 include the removal of elements that are inconsistent with previous findings. The result of these changes is more focused and consistent data, ensuring that the model accurately reflects the relationships between the variables under study.

The results of this research data analysis provide insight into the relationship between reward, punishment, work motivation and employee performance in the PT work environment. MOA. This research uses Partial Least Square (PLS) as a powerful analytical tool to measure the relationship between variables and understand their impact on employee performance. The results of this data analysis are an important step in explaining how these variables relate to each other and play a role in the organizational context.

The Influence of Reward, Punishment and Work Motivation

In this data analysis, we will first explore the relationship between reward, punishment and work motivation in PT employees. MOA. The results of the analysis show that rewards have a significant positive influence on work motivation, with a T statistic of 2.771 and a P value of around 0.006. These results support the conclusions of the literature which emphasizes the important role of rewards in increasing employee motivation (Deci and Ryan, 1985). Appropriate rewards and recognition for employees' work efforts can motivate them to achieve more.

However, the results of the analysis also show that punishment also has an effect on work motivation, although with a higher T statistic (around 3.954) and a P value of around 0.000. This shows that sanctions and punishments in the work environment, although they can be

considered a negative factor, still influence workers' work motivation. However, it should be noted that perceptions of the severity of punishment can influence its impact on work motivation. This means that sanctions or punishments that are too harsh are not always effective in increasing employee motivation.

The influence between reward, punishment and employee performance

Furthermore, this research analyzes the relationship between reward, punishment and employee performance. The results of the analysis show that reward and punishment have a positive effect on employee performance, with a significant T-statistic (7.374 for reward and 5.050 for punishment). These results are in accordance with literature which emphasizes the importance of rewards and punishment in improving employee performance (Latham, 2012). In other words, appropriate rewards and recognition for employees' efforts can motivate them to work more efficiently and productively. On the other hand, sanctions that are applied fairly and firmly can be a factor that encourages employees to respect company regulations and maintain work performance.

The Mediating Role of Work Motivation

The results of the analysis also show that work motivation plays an important mediator role in linking reward, punishment and employee performance. This means that employee motivation is a bridge between reward, punishment and performance. These findings provide insight into how these variables are interconnected, and work motivation may be the key to understanding how rewards and punishments affect employee performance. These results are consistent with previous research which shows that work motivation is a key factor in understanding how reward and punishment affect employee performance (Tosi and Pilati, 2011).

The results of this research provide a valuable contribution in understanding the complexity of the relationship between rewards, punishments, work motivation and employee performance in organizational work environments. In this context, this research confirms the results of previous literature which emphasizes the important role of rewards in stimulating employee motivation (Deci and Ryan, 1985; Latham, 2012). In this research, it was found that rewards that are in accordance with employee career achievements have a significant positive influence on work motivation. This is consistent with the psychological perspective on motivation, which states that rewards and recognition for good work efforts can trigger strong intrinsic motivation to succeed.

However, the results of the analysis also give us a deeper understanding of the role of punishment in the context of work motivation. In the literature, punishment is often considered a less effective tool in increasing motivation because it can have negative effects. However, this research reveals that punitive actions also have a significant impact on work motivation, although with a higher T-statistic and a lower P-value. This shows that in an organizational environment, punishment can be a factor that influences employee motivation. However, there is an important thing that needs to be considered, namely that employees' perceptions of punishment can influence its impact. Sanctions that are felt to be too harsh or unfair can reduce their positive impact on work motivation. This provides a basis for organizational leaders to

consider employees' feelings and perceptions of punishment when developing organizational policies.

In previous literature, rewards are often considered the main motivator for employees. The results of this study confirm this view by showing that rewards commensurate with an employee's career performance can create strong motivation. This is in accordance with the concept of motivation theory based on self-determination theory (Deci & Ryan, 1985) which states that rewards that satisfy an individual's basic needs can increase intrinsic motivation.

However, the results of the data analysis also provide further insight into the complexity of the role of punishment in the work environment. Although punishment can influence employee motivation, its impact can vary depending on the employee's perception of the severity of the punishment. The perception that punishment is too harsh can reduce its positive impact on work motivation, while punishment that is applied fairly and firmly can motivate employees to comply with organizational regulations.

This research also tests the mediating role of work motivation in the relationship between reward, punishment and employee performance (Tosi and Pilati, 2011). These results contribute to the understanding of how these variables relate to each other. When developing employee motivation strategies, companies must consider the balance between rewards and punishments and understand how employees' perceptions of rewards and punishments can affect their performance. This shows that companies need a diverse approach to encourage employee motivation.

Additionally, this research highlights the importance of considering employee perceptions of punishment in the context of work motivation. Differences in employee perceptions regarding the extent to which sanctions are applied can provide further insight into the factors that influence employee motivation in different organizational situations. This provides room for further research that can enrich understanding of how punishment-related perceptions can influence employee motivation.

Human resource (HR) development is an important factor in organizational success (Robbins & Coulter, 2009; Mathis & Jackson, 2011). Effective HR development strategies can have a significant impact on employee productivity (Armstrong, 2006), help organizations compete in increasingly complex and dynamic markets (Ulrich & Beatty, 2001) and increase the organization's capacity to adapt to ongoing changes (McCracken & Wallace). , 2000).

Human resource management research emphasizes the key role of training and development in improving employee productivity and performance (Kraiger, Ford, & Salas, 1997). Investing in employee skills development and upskilling has been shown to increase employee retention (Bassi and McMurrer, 2007) and increase job satisfaction (Kozlowski and Salas, 2010).

To better understand the importance of human resource development, Noe (2017) emphasized that comprehensive development programs, including training, skills development, and coaching, can provide long-term benefits for organizations. By detailing development plans that are aligned with individual needs and the strategic goals of the

organization, companies can ensure that employees have the skills and knowledge necessary to meet their needs. Job demands are increasingly complex (Latham and Wexley, 1981).

Therefore, the results of this research provide deeper insight into the dynamics of reward, punishment, work motivation and employee performance in a joint business environment. These findings provide a solid basis for business decision making, allowing management to design more effective employee motivation strategies and focus on factors that can improve performance, productivity and achieve more business goals. As the business world evolves, a deeper understanding of the relationships between these variables is critical to creating a work environment that is productive, efficient, and motivating for employees.

4. Conclusions And Recommendations

The conclusion of this research is that reward and punishment have a significant influence on employee motivation and performance at PT. MOA. Rewards that are in accordance with an employee's work performance can create strong motivation, while punishment also influences work motivation, even though the punishment is considered severe. Apart from that, rewards and punishments have a positive impact on employee performance. Work motivation acts as an important mediator in linking rewards, punishments and employee performance. The implication of these findings is that company management should design a balanced employee motivation strategy, pay attention to employee perceptions of sanctions, and understand the moderating role of workforce motivation. Limitations of this research include the use of quantitative methods which may not be able to capture all complex aspects of the relationships between variables, as well as the limited sample of higher education institutions. MOA. For further research, it would be better to conduct larger research with a more diverse sample and use qualitative methods to better understand the dynamics of employee motivation in the organizational context

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