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## **THE INFLUENCE OF REWARD AND PUNISHMENT THROUGH JOB SATISFACTION ON EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

This research aims to analyze; the influence of rewards on employee job satisfaction and employee performance, the influence of punishment on job satisfaction and employee performance, and analyzing the influence of job satisfaction on the performance of employees of the Kutai Barat Regency Education and Culture Service. This research was carried out at the Education and Culture Office of Kutai Barat Regency, East Kalimantan Province, Indonesia. The population of this study were all employees of the Kutai Barat Regency Education and Culture Office, totaling 59 Civil Servants (PNS) and 151 Personnel Employees with Work Agreements (TKK), so the total population was 210 people. The number of samples used was calculated using the Slovin formula with a data collection error rate of 5% totaling 147 people. Next, the number of respondents/samples was taken using a simple random sampling procedure. The analysis used is path analysis using SmartPLS. The results of this research are the influence of reward on job satisfaction, the influence of reward on employee performance, the influence of punishment on job satisfaction, the influence of punishment on employee performance, and the influence of job satisfaction on employee performance is a positive and significant influence. The recommendation that can be submitted is for the government or West Kutai Regency Education and Culture Department to always give rewards to employees by considering the suitability between the job and the employee's work abilities. Optimizing the provision of health benefits for employees. Considering employee careers in accordance with employee competencies. Likewise, the provision of punishment can be maintained and even increased and always takes into account the applicable legislation.

**KEYWORDS:** Rewards, Punishment, Job Satisfaction, Employee Performance

### **1. INTRODUCTION**

Human resources (HR) were an important asset for an organization to achieve its organizational goals. Considering the importance of human resources, including the role, management and utilization of employees, job satisfaction needs to be stimulated to produce the performance desired by the

organization. Effective human resource management can improve employee performance. The management control system is a tool for developing and managing the human resources of an organization. The management control system focuses on output, emphasizes employee motivation and strengthens rewards and sanctions. The reward and punishment system was a tool to motivate employees to achieve job satisfaction and improve employee performance to achieve organizational goals. Compensation management is important in increasing employee motivation to achieve optimal performance.

Each employee has a different level of satisfaction. This is because each individual has different abilities in capturing knowledge and skills. Apart from the nature of each individual, it also has a lot of influence on that individual's abilities. Therefore, related parties must make various efforts to support the creation of high job satisfaction among their employees. Good employee performance will result in optimal work; therefore, leaders need to evaluate employee performance and make reports on these conditions as consideration for making policies and decisions. Leaders must be wise in making good decisions regarding which employees should be rewarded and who should receive punishment in line with the employee's performance achievements. Mistakes in implementing the reward and punishment system will result in a lack of motivation and lack of job satisfaction among employees, which if this happens will result in low performance for both employees and the organisation.

Performance is the result of both quality and quantity that employees have achieved in carrying out their duties in accordance with the responsibilities given by the organisation, and the results of their work were adjusted to the work results expected by the company through the criteria or employee performance standards that apply within the company [1, 2, 3]. For this reason, employee or organisational performance needs to be assessed. Performance appraisal is a work evaluation stage that can improve employee quality for the continuity of company activities within it. Performance assessments include work results, time period, and employee behavior. There are several criteria for assessing employee performance through various indicators. [4].

A high level of job satisfaction among employees was indicative of good performance. The organisation will undoubtedly profit from the job satisfaction that employees achieve. Poor job satisfaction among employees can impair output and delay the accomplishment of organisational objectives. A person's attitude towards their work, whether positive or negative, content or dissatisfied, is known as employee job satisfaction [5, 1, 6, 4]. The ability of the organisation to leverage work satisfaction will allow it to enhance performance. According to Nitisemito, an organisation would reap numerous advantages if it can impact employee satisfaction [7].



In an effort to achieve organisational performance, an understanding of punishment is needed. Punishment is a way to direct behaviour to conform to generally accepted behavior. Punishment is a sanction received by an employee because he is unable to do or carry out work as ordered. Giving sanctions or punishment to employees; these sanctions can be given in the form of warnings, warning letters, suspensions, and even dismissal or termination of employment [8, 2, 9, 10]. The purpose of giving punishment is to improve the achieved organizational performance [11, 12].

In order to improve an employee's performance, it is necessary to provide rewards in addition to punishment. Rewards are appreciation in the form of financial and non-financial given to employees to motivate them to increase productivity and retain high-achieving employees to remain in the organisation [2, 13, 14, 1, 15, 16, 17, 18]. Rewards are also said to have various functions and various purposes in improving employee performance [19, 20, 2, 21, 22]. The reward indicators include; wages, salaries, incentives, benefits, interpersonal rewards, promotions, bonuses, welfare, and career development [23, 16].

Several previous studies examining the effect of reward and punishment on employee performance were carried out by [24, 25, 26, 27]. Rewards have a positive and significant effect on job satisfaction researched by [28, 29, 30, 26, 31, 32, 33]. On the other hand, research which states that rewards have a negative and insignificant effect on job satisfaction was carried out by [34]. Punishment has a positive and significant effect on job satisfaction researched by [33]. Punishment research has a positive and significant effect on employee performance by [35, 27]. Job satisfaction has a positive and significant effect on performance researched by [36, 37, 38, 39, 40]. The aims of this research are: analyzing the effect of rewards on employee job satisfaction, analyzing the effect of rewards on employee performance, analyzing the effect of punishment on employee job satisfaction, analyzing the effect of punishment on employee performance, and analyzing the effect of job satisfaction on the performance of employees of the Kutai Barat Regency Education and Culture Service.

**2. METHODOLOGY**

This research uses a quantitative research design, namely a research method that is based on the philosophy of positivism and is used to research a certain population or sample and the primary data obtained is in the form of numbers [41]. The location that is the object of this research is the Kutai Barat Regency Education and Culture Office. The population of this study was all employees of the Kutai Barat Regency Education and Culture Office, totaling 59 Civil Servants (*PNS*) and 151 Personnel Employees with work agreements (*TKK*), so the total population was 210 people. The number of samples used was calculated using the Slovin formula as follows [42]:

$$n = \frac{N}{1+Ne^2} \dots\dots\dots (1)$$

**Information:**

$N$  = population

$n$  = sample size

$e$  = sampling error rate

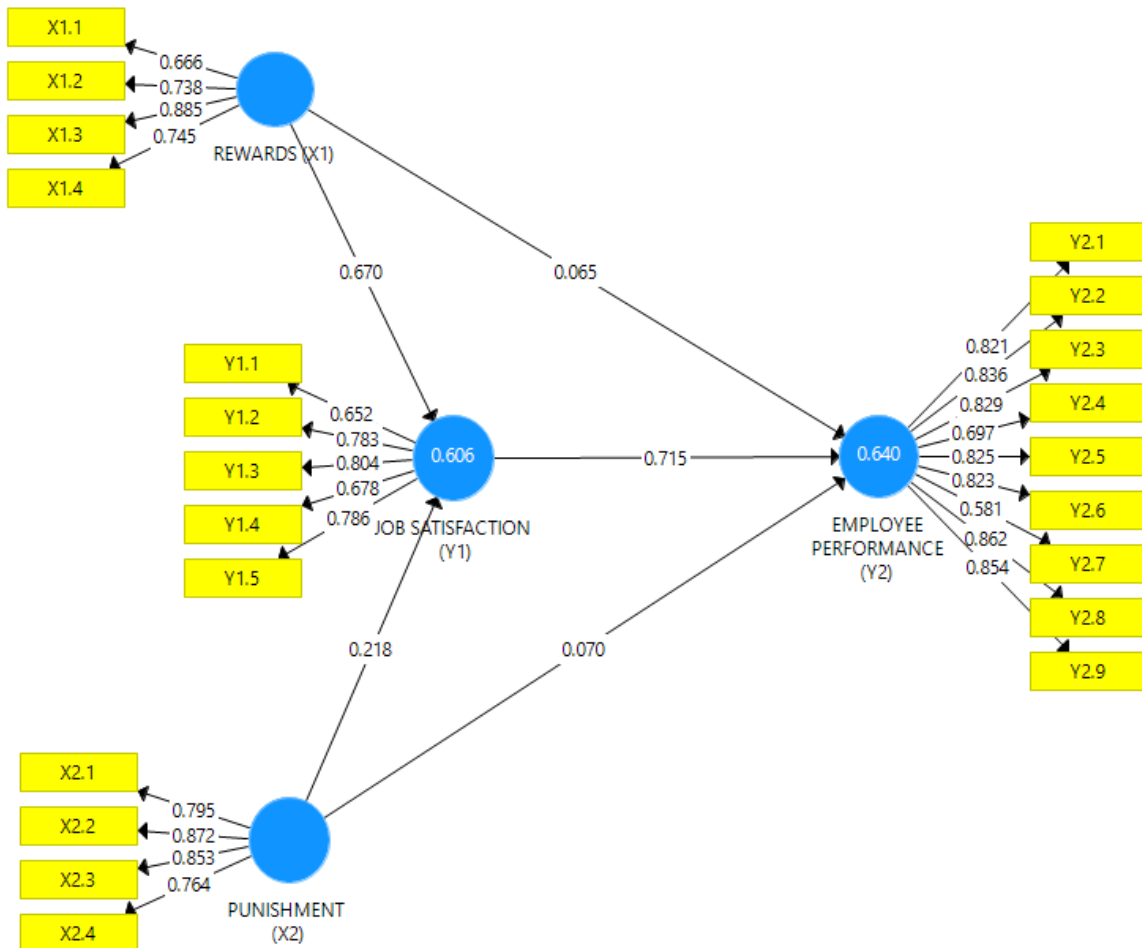
Based on formula (1) with a precision ( $e$ ) of 5%, a sample size of 137 people was obtained. Next, the number of respondents/samples for *PNS* and *TKK* was taken using a simple random sampling procedure [43]. Data analysis was carried out with SmartPLS. Research in the social and economic fields has widely used the SmartPLS statistical approach. Researchers chose SmartPLS, because SmartPLS has advantages, for example compared to regression analysis, SmartPLS can estimate models simultaneously [44]. The requirements that are followed in using SmartPLS are: (1) Loading factor (LF) value above 0.7 ( $LF > 0.7$ ), (2) Composite Reliability  $\geq 0.70$ , (3)  $\rho A \geq 0.70$ , Cronbach's alpha  $\geq 0.70$ , AVE  $\geq 0.50$ , cross-loading, Fornel- Weaker criteria, HTMT  $< 0.90$  (Hair et al., 2022). Conversely, (a) if the weight of the measurement item is not significant but has an  $LF \geq 0.50$ , then it is still included in the model, (b) if the weight of the measurement item is not significant and the  $LF < 0.50$  but the LF is significant then the indicator is removed from the model, and (c) if the weight of the measurement items is not significant and  $LF < 0.50$  and LF is not significant then the indicator is removed from the model [45].

### **3. RESULT AND DISCUSSION**

#### *3.1 Testing the Measurement Model*

##### *1. Outer Loading factor (LF)*

Factor Loading (LF) or outer loading is the correlation between each measurement item and a variable. This measure describes how well the items reflect/describe the measurement of the variable. Based on the results of the loading factor test (Figure 1), the results show acceptable. If the loading score is between 0.5-0.7, researchers should not delete indicators that have a loading factor value as long as the AVE and community indicator scores are above 0.5, meaning a loading factor score between 0.5 - 0.7 is acceptable [46].



**Figure 1:** Factor loading value (LF)

Source: Primary data processed by researchers, 2024

### 3.2 Reliability and Validity Test

If a construct's Cronbach's alpha value is higher than 0.70, it can be considered dependable. According to the criteria for convergent validity, a variable is considered reliable if its composite reliability value is greater than 0.70 and its AVE value is greater than 0.50 [47]. All of the variables have an AVE value more than 0.50, according to the computation results shown in Table 1. This leads to the conclusion that the measurement model's evaluation from the perspective of convergent validity is complete.

**Table 1:** Reliability and validity

Variable	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
<b>Job Satisfaction (Y1)</b>	0,795	0,801	0,860	0,553
<b>Employee Performance (Y2)</b>	0,926	0,931	0,939	0,635
<b>Punishment (X2)</b>	0,843	0,866	0,893	0,676
<b>Rewards (X1)</b>	0,756	0,782	0,846	0,582

Source: Primary data processed by researchers, 2024

### 3.3 Discriminant Validity Test

Discriminant validity testing is carried out at the indicator and variable level. At the indicator level, the cross loadings measure is used. Based on Table 2, it can be concluded that the construct indicators have a greater correlation than other indicators, in other words all indicator discriminant validity tests are declared valid.

**Table 2:** Cross Loading value

Indicator	Job satisfaction (Y1)	Employee Performance (Y2)	Punishment (X2)	Rewards (X1)
<b>X1.1</b>	0,533	0,361	0,101	<b>0,666</b>
<b>X1.2</b>	0,576	0,462	0,283	<b>0,738</b>
<b>X1.3</b>	0,675	0,617	0,336	<b>0,885</b>
<b>X1.4</b>	0,494	0,441	0,409	<b>0,745</b>
<b>X2.1</b>	0,520	0,425	<b>0,795</b>	0,331
<b>X2.2</b>	0,315	0,289	<b>0,872</b>	0,265
<b>X2.3</b>	0,293	0,314	<b>0,853</b>	0,259
<b>X2.4</b>	0,331	0,335	<b>0,764</b>	0,349
<b>Y1.1</b>	<b>0,652</b>	0,582	0,326	0,438
<b>Y1.2</b>	<b>0,783</b>	0,531	0,256	0,613
<b>Y1.3</b>	<b>0,804</b>	0,646	0,390	0,562
<b>Y1.4</b>	<b>0,678</b>	0,538	0,395	0,533
<b>Y1.5</b>	<b>0,786</b>	0,651	0,371	0,634
<b>Y2.1</b>	0,746	<b>0,821</b>	0,423	0,599
<b>Y2.2</b>	0,682	<b>0,836</b>	0,446	0,516
<b>Y2.3</b>	0,606	<b>0,829</b>	0,276	0,455
<b>Y2.4</b>	0,548	<b>0,697</b>	0,285	0,396

<b>Y2.5</b>	0,592	<b>0,825</b>	0,278	0,490
<b>Y2.6</b>	0,578	<b>0,823</b>	0,348	0,413
<b>Y2.7</b>	0,575	<b>0,581</b>	0,290	0,536
<b>Y2.8</b>	0,645	<b>0,862</b>	0,356	0,542
<b>Y2.9</b>	0,680	<b>0,854</b>	0,334	0,512

Source: Primary data processed by researchers, 2024

Discriminant validity at the variable level is seen from the Fornell-Lacker Criterion and HTMT (Heterotrait Monotrait Ratio) values. Table 3 shows the Fornell-Lacker Criterion values.

**Table 3:** Fornell-Lacker Criterion values

	<b>Job Satisfaction (Y1)</b>	<b>Employee Performance (Y2)</b>	<b>Punishment (X2)</b>	<b>Reward (X1)</b>
Job Satisfaction (Y1)	0.743			
Employee Performance (Y2)	0.796	0.797		
Punishment (X2)	0.469	0.430	0.822	
Reward (X1)	0.752	0.628	0.374	0.763

Source: Primary data processed by researchers, 2024

Another measure of discriminant validity is HTMT (Heterotrait Monotrait Ratio) with a recommended value below 0.85 or below 0.90 [47]. Based on the HTMT assessment presented in Table 4, the HTMT value for the variable pair is less than 0.90. This shows that the variable has good discriminant validity.

**Table 4:** Heterotrait-Monotrait ratio (HTMT) value

	<b>Job Satisfaction (Y1)</b>	<b>Employee Performance (Y2)</b>	<b>Punishment (X2)</b>	<b>Reward (X1)</b>
Job Satisfaction (Y1)				
Employee Performance (Y2)	0.923			
Punishment (X2)	0.540	0.463		
Reward (X1)	0.964	0.736	0.453	

Source: Primary data processed by researchers, 2024

**3.4 Structural Model Evaluation (Inner Model Evaluation)**

Evaluation of the structural model is seen from 3 (three) things, namely; checking collinearity, testing research hypotheses through the bootstrapping process, and looking at the 95% path coefficient confidence interval. Based on Table 5, it is known that a VIF value below 5 indicates low/negligible multicollinearity symptoms.

**Table 5:** Inner VIF variable rate

	Job Satisfaction (Y1)	Employee Performance (Y2)	Punishment (X2)	Reward (X1)
Job Satisfaction (Y1)				
Employee Performance (Y2)		2,54		
Punishment (X2)	1,16		1,28	
Reward (X1)	1,16		2,30	

Source: Primary data processed by researchers, 2024

Research hypothesis testing uses a bootstrapping process with a subsample of 5000. PLS SEM does not assume that the data is normally distributed; therefore, the hypothesis testing procedure uses a non-parametric procedural approach, namely bootstrapping. The test results seen from the t-values for the 2-tailed test are 1.65 (significant level = 10%), 1.96 (significant level = 5%), and 2.58 (significant level = 1%). SmartPLS has issued a p-value for each evaluation and compared it with a predetermined alpha (0.05 or 0.01). If the p-value <0.05, then there is a significant influence between the variables.

The extent to which the resulting path coefficient value falls within the 95% confidence interval must also be stated. To test the suggested hypothesis, the path coefficient and T value are examined next. Table 6 displays the outcomes of the computations made using SmartPLS. Table 6 provides the following explanations for a number of things:

- 1) The effect of reward (X1) on job satisfaction (Y1) is 0.670 and is significant with T statistics (12.127 > 1.96) and P Values (0.000 < 0.05). This means that the proposed hypothesis is accepted. This means that every change in the reward variable will have a significant effect on job satisfaction.
- 2) The effect of reward (X1) on employee performance (Y2) is 0.544 and is significant with T statistics (7647 > 1.96) and P Values (0.000 < 0.05). This means that the proposed hypothesis is accepted. This means that every change in the reward variable will have a significant effect on employee performance.
- 3) The effect of Punishment (X2) on employee job satisfaction (Y1) is 0.218 and is significant



with T statistics ( $3.802 > 1.96$ ) and P Values ( $0.000 < 0.05$ ). This means that the proposed hypothesis is accepted. This means that every change in the Punishment variable will have a significant effect on job satisfaction.

- 4) The effect of Punishment (X2) on employee performance (Y2) is 0.2226 and is significant with T statistics ( $2.828 > 1.96$ ) and P Values ( $0.005 < 0.05$ ). This means that the proposed hypothesis is accepted. This means that every change in the Punishment variable will have a significant effect on employee performance.
- 5) The effect of job satisfaction (Y1) on employee performance (Y2) is 0.175 and is significant with T statistics ( $7.742 > 1.96$ ) and P Values ( $0.000 < 0.05$ ). This means that the proposed hypothesis is accepted. This means that every change in the job satisfaction variable will have a significant effect on employee performance.

**Table 6:** Path coefficients and T statistics

Hypothesis	Path	Path Coefficient	T count	P Values	Decision
H1: Rewards have a significant effect on employee job satisfaction	(X1) -> (Y1)	0.670	12.127	0.000	Significant
H2: Rewards have a significant influence on employee performance	(X1) -> (Y2)	0.544	7.647	0.000	Significant
H3: Punishment has a significant effect on employee job satisfaction	(X2) -> (Y1)	0.218	3.802	0.000	Significant
H4: Punishment has a significant effect on employee performance	(X2) -> (Y2)	0.226	2.828	0.005	Significant
H5: Job satisfaction has a significant effect on employee performance	(Y1) -> (Y2)	0.715	7.742	0.000	Significant

Source: Primary data processed by researchers, 2024

### 3.5 The Effect of Rewards on Employee Job Satisfaction

Based on the calculation results, the effect of reward (X1) on job satisfaction (Y1) is obtained with a path coefficient of 0.670, T statistics ( $12.127 > 1.96$ ), and P values of 0.000 ( $0.000 > 0.05$ ). Thus, the findings of this research are that rewards have a positive and significant effect on the job satisfaction

of employees of the Kutai Barat Regency Education Service. The finding of a positive and significant influence of rewards on employee performance was also proven by the respondents' answers, which stated that career paths in this agency and leadership's appreciation for employee potential predominantly answered good. Regarding awards given to employees, this will have an impact on employee promotions to higher levels. In line with this, based on the research results, it is known that respondents' answers stated that they were predominantly satisfied with the assessment for promotion based on the employee's achievements and work results. Therefore, it may be concluded that if employees obtain the benefits they were expecting, their job happiness will rise. Offering incentives to Kutai Barat Regency Education Service staff members has an effect on those who consistently perform their jobs well, which in turn affects employee happiness. These results are consistent with studies showing that spending treasurers' work satisfaction is influenced by rewards [24]. The findings of this research are also in line with research results which state that rewards have a positive and significant effect on job satisfaction [28, 29, 30, 26, 31, 32, 33]. The findings of this research are different from the results of research which states that rewards have a negative and insignificant effect on job satisfaction [34].

### *3.6 The Effect of Rewards on Employee Performance*

Based on the calculation results, the influence of reward (X1) on employee performance (Y2) is obtained with a path coefficient of 0.544, T statistics of 7.647 ( $7.647 > 1.96$ ), and P values of 0.000 ( $0.000 > 0.05$ ) (Table 6). Thus, the findings of this research are that rewards have a positive and significant effect on the performance of West Kutai Regency Education Service employees. Thus, it can be said that if the rewards received by employees are as expected, it will improve employee performance. Performance will increase as the results of respondents' answers tend to be positive regarding the completion of work that has become the employee's responsibility in a certain period of time. The findings of this research are in line with research results that state that rewards influence employee performance [25, 26, 27].

### *3.7 The Effect of Punishment on Employee Job Satisfaction*

Based on the calculation results, it was found that the effect of punishment (X2) on job satisfaction (Y1) was obtained with a path coefficient of 0.218, a T statistic of 3.802 ( $3.802 > 1.96$ ) and a P value of 0.000 ( $0.000 < 0.05$ ). Thus, the findings of this research are that punishment has a positive and significant effect on the job satisfaction of employees of the West Kutai Regency Education Service. The implementation of punishment, starting from the first warning until taking punitive action, provides job satisfaction to employees so that they will take into account if an employee commits a violation. The findings of this study are in line with the research results [33].

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

Based on the computation findings, a path coefficient of 0.2226, a T statistic of 2.828 ( $2.828 > 1.96$ ), and a P value of 0.005 ( $0.005 < 0.05$ ) are derived for the influence of punishment (X2) on employee performance (Y2). Accordingly, the results of this study show that employees of the West Kutai Regency Education Service perform significantly better when they receive punishment. Employee performance is impacted by the penalties that the West Kutai Regency Education Service administers to staff members who break rules. Employee performance may always be improved by applying discipline consistently. The results of this study are consistent with other research showing that punishment significantly and favorably affects employee performance [35]. Likewise, this is in line with research results which state that punishment has a significant effect on the performance of Waroeng Special Sambal Yogyakarta employees [27].

### *3.9 The influence of job satisfaction on employee performance*

Based on the calculation results, the effect of job satisfaction (Y1) on employee performance (Y2) was obtained with a path coefficient of 0.175, a T statistic of 7.742 ( $7.742 > 1.96$ ), and a P value of 0.000 ( $0.000 < 0.05$ ). Thus, the findings of this research are that job satisfaction has a positive and significant effect on the performance of West Kutai Regency Education Service employees. Employee performance at the West Kutai Regency Education Service is influenced by job satisfaction. If job satisfaction increases, employee performance will also increase. Job satisfaction is measured through indicators: completing work in accordance with predetermined standards, receiving incentives to help and support the family's economic needs, evaluation for promotion based on achievements and results of work carried out, leaders supervising their employees, and co-workers can create a harmonious working atmosphere with each other based on respondents' answers, which tend to be positive. This indicates that employee job satisfaction at the West Kutai Education Service has an influence on performance. The findings of this research are in line with research results that state that job satisfaction has a positive and significant effect on employee performance. Based on the calculation results, the effect of job satisfaction (Y1) on employee performance (Y2) was obtained with a path coefficient of 0.175, a T statistic of 7.742 ( $7.742 > 1.96$ ), and a P value of 0.000 ( $0.000 < 0.05$ ). Thus, the findings of this research are that job satisfaction has a positive and significant effect on the performance of West Kutai Regency Education Service employees. Employee performance at the West Kutai Regency Education Service is influenced by job satisfaction. If job satisfaction increases, employee performance will also increase. Job satisfaction is measured through indicators: completing work in accordance with predetermined standards, receiving incentives to help and support the family's economic needs, evaluation for promotion based on achievements and results of work carried out, leaders supervising their employees, and co-workers can create a harmonious working atmosphere with each other based on respondents' answers, which tend to be positive. This indicates that employee

job satisfaction at the West Kutai Education Service has an influence on performance. The findings of this research are in line with research results that state that job satisfaction has a positive and significant effect on employee performance. [48, 36, 37, 38, 39, 40].

#### **4. CONCLUSION**

Based on the results of research and discussion, several things can be concluded as follows:

1. The path coefficient of the influence of reward (X1) on job satisfaction (Y1) is 0.670, T statistics ( $12.127 > 1.96$ ), and P Values are 0.000 ( $0.000 > 0.05$ ). Thus, the conclusion of this research is that rewards have a positive and significant effect on job satisfaction of employees of the Kutai Barat Regency Education Service.
2. The path coefficient of the influence of rewards (X1) on employee performance (Y2) is 0.544, T statistics ( $7.647 > 1.96$ ), and P Values are 0.000 ( $0.000 > 0.05$ ). Thus, the findings of this research are that rewards have a positive and significant effect on the performance of Kutai Barat Regency Education Service employees.
3. The path coefficient for the influence of punishment (X2) on job satisfaction (Y1) is 0.218, the T statistic is 3.802 ( $3.802 > 1.96$ ) and the P value is 0.000 ( $0.000 < 0.05$ ). Thus, the findings of this research conclude that punishment has a positive and significant effect on job satisfaction of employees of the Kutai Barat Regency Education Service.
4. The path coefficient for the influence of punishment (X2) on employee performance (Y2) is 0.2226, the T statistic is 2.828 ( $2.828 > 1.96$ ), and the P value is 0.005 ( $0.005 < 0.05$ ). Thus, the findings of this research conclude that punishment has a positive and significant effect on the performance of Kutai Barat Regency Education Service employees.
5. The path coefficient for the influence of job satisfaction (Y1) on employee performance (Y2) is 0.175, the T statistic is 7.742 ( $7.742 > 1.96$ ), and the P value is 0.000 ( $0.000 < 0.05$ ). Thus, the findings of this research are that job satisfaction has a positive and significant effect on the performance of Kutai Barat Regency Education Service employees.

Several things that can be recommended to the Kutai Barat Regency Regional Government, especially the Kutai Barat Regency Education Office, are: to always give rewards to employees to consider the suitability between the job and the employee's work abilities; to optimize the provision of health benefits for employees; to consider employee careers are in accordance with employee competency; and so that when administering punishment it can be maintained or even improved and always take into account applicable legislation.

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