

**BUILDING EMPLOYEE PERFORMANCE: THE ROLE OF REWARD AND PUNISHMENT
MEDIATED BY WORK DISCIPLINE**

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ABSTRACT

The research aims to test and analyze the effect of reward and punishment on employee performance and determine whether work discipline mediates the effect of reward on employee performance and whether work discipline mediates the effect of punishment on employee performance. The population of this research is PDAM Malang employees, totaling 329 permanent employees. The sample size was determined using the Slovin formula with a precision of 10%, so the sample size was 77 employees. The sample determination method used was simple random sampling. The research method uses Path Analysis. The research results show that reward and punishment do not directly influence employee performance. Work discipline mediates the effect of reward and punishment on employee performance. Work discipline can help employees better understand their work and provide more insight into evaluating their performance. The findings of this research can be applied to improve employee performance by giving rewards and applying punishment through work discipline so that organizational goals can be achieved.

ABSTRAK

Tujuan penelitian adalah untuk menguji dan menganalisis pengaruh reward dan punishment terhadap kinerja karyawan, disiplin kerja memediasi pengaruh reward terhadap kinerja karyawan, dan disiplin kerja memediasi pengaruh punishment terhadap kinerja karyawan. Populasi penelitian ini adalah karyawan PDAM Malang berjumlah 329 pegawai tetap. Jumlah sampel ditentukan dengan menggunakan rumus Slovin dengan presisi 10% maka ukuran sampel adalah 77 orang pegawai. Metode penentuan sampel yang digunakan yaitu simple random sampling. Metode penelitian menggunakan Path Analysis. Hasil penelitian menunjukkan bahwa reward dan punishment tidak memiliki pengaruh langsung terhadap kinerja pegawai. Disiplin kerja memediasi pengaruh reward dan punishment terhadap kinerja pegawai. Disiplin kerja dapat membantu pegawai lebih memahami pekerjaan dan memberikan pemahaman lebih tentang evaluasi atas kinerja mereka. Temuan penelitian ini dapat diaplikasikan untuk meningkatkan kinerja karyawan dengan memberikan penghargaan dan menerapkan hukuman melalui disiplin kerja, sehingga tujuan organisasi dapat tercapai.

INTRODUCTION

Along with the rapid development of technology and globalization, competition has been tighter and broader. Thus, all human resources' potentials play important roles in achieving organizational goals. No matter how advanced the technology, how rapid the information development is, or how great the capital is, an organization must find it hard to achieve its goal without adequate human resources (Sutrisno, 2016). An employee needs to perform well to achieve the organizational goals. Performance is the work result that an employee can achieve individually or in a group within an organization, following the authority and responsibility given to achieve the vision, mission, and goals through skills, perseverance, self-reliance, and the ability to resolve a problem according to morals and ethics. Employee performance shows how big they contribute to the organization, such as multiplying the work duration, working faster, avoiding absence or taking permission, and working well (Busro, 2018). Those can be realized through discipline. Discipline is the awareness and willingness of an employee to obey all company rules and social norms (Hasibuan, 2017). Consciousness is the attitude of someone who voluntarily obeys all laws and knows their duties and responsibilities. Willingness is an attitude, behavior, and action according to the company regulations, whether written or not. Tohardi (2002) reveals things that can be done to enforce discipline, including giving rewards and punishments. Reward and punishment can be used to enforce employee discipline in an organization or company. The reward is an appreciation for generating a professional workforce according to the position demand (Handoko, 2012), while punishment is a sanction given due to the employee's incomplete work (Fahmi, 2016).

PDAM, as an agency providing public services that carry out the task and obligation to manage drinking water for the benefit of the community/customers, is required to get the best performance from employees because they are faced with demands always to be able to provide superior service to increase customer satisfaction. On the one hand, there are still employees who are often late for morning roll calls; every month, there are still employees who receive summons because of absences that do not meet or exceed standards. Indications of low discipline in an organization can be seen in employee attendance/absences. This study examines the problems in PDAM Malang, one of the city's business units that distributes clean water to the public. The performance of PDAM has always been in direct contact with the consumer, and qualified human resources and professionals in the field are required. The management of PDAM Malang implements Key Performance Indicators (KPI) to monitor and assess employee performance objectively. KPI can be used as the basis for granting a reward and punishment. When the KPI of an employee reaches 100%, he/she will get a 100% incentive. On the contrary, if the value is below 60% for 3 months, he/she will get the punishment, which could be a spoken reminder that causes him/her not to receive an incentive for 3 months. This written warning results in withholding the incentive for 6 months, a gradual delay of the salary increases, demotion, and even work termination.

Many previous studies have examined the factors that affect discipline and employee performance. However, most research studies the discipline and performance of employees in the private sector. Research on discipline and employee performance in the state-owned sector has rarely been conducted. One is performed by Anwar & Duniya (2016), who suggest that reward and punishment significantly affect work discipline. Lestari & Firdausi (2016) reveal that punishment can improve employee discipline. Supriyanto et al. (2020) suggest that employee discipline significantly affects employee performance. Panekenan et al. (2019) state that reward and punishment significantly affect employee performance. According to Yang & Chen (2019), Rai et al. (2018), and Mihardjo et al. (2021), reward has an indirect effect on performance. On the other hand, Kentjana & Nainggolan (2018) and Suak et al. (2017) reveal that reward and punishment do not affect performance.

This study meets the recommendation of the research by Kentjana and Nainggolan (2018) to explore and identify the causal discipline model of work as a mediating variable. In this study, we introduce a reward and punishment and their relationship with work discipline to improve work performance. To provide an empirical contribution, the research aims to know whether the reward directly influences employee performance, whether punishment directly affects employee performance, whether work discipline mediates the influence of reward on employee performance, and whether work discipline mediates the influence of punishment on employee performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A reward is a token of appreciation for gaining a professional workforce according to the position demands and balanced coaching so that they can work effectively and efficiently. The employees performing well are rewarded (Handoko, 2012). Punishment is a threat that aims to improve the behavior of the employees who break the rules to give them a lesson (Mangkunegara, 2013). Discipline is the most prominent operative function of Human Resource Management (HRD) because the more disciplined the employee, the higher their work performance achievement. With employee discipline, an organization could achieve optimal results (Hasibuan, 2017). Performance is the work result of an employee in terms of both quality and quantity according to the responsibilities assigned to him (Mangkunegara, 2013).

Tohardi (2002) reveals things that can be done to enforce discipline, such as giving rewards and punishment. A reward is the company's remuneration to the employees for sacrificing time, energy, and mind (Sutrisno, 2009). Suak et al. (2017) note that a reward can be something tangible or intangible that the organization gives to the employees in exchange for the employee's potential or work contribution, while Punishment is a sanction given due to the employee's incomplete work (Fahmi, 2016). Punishment is an unpleasant or undesirable consequence of specific actions (Ivancevich, 2006). Sutrisno (2016) states that discipline is an attitude of the willingness of a person to obey and comply with the norms and regulations around. Fathoni (2006) states that discipline is obedience and compliance to follow the rules, which is the responsibility of the organization members. Discipline must be enforced in an organization or company because, without discipline, a company could find it hard to achieve its goals. Mangkunegara (2013) defines performance as an employee's achievement of the responsibility given in quality and quantity to reach the organizational goals. According to Anwar & Dunija (2016), reward and punishment significantly affect work discipline. Asriani et al. (2015) note that reward significantly affects work discipline. Syahril & Nurbiyati (2016), Karami et al. (2013), and Rohim & Budhiasa (2019) argue that reward effects on performance. Panekenan et al. (2019) state that reward and punishment significantly affect employee performance. Liyas & Primadi (2017) and Supriyanto et al. (2020) stated that work discipline significantly affects employee performance. Thus, this research proposes as follows. The relationship among the research variables is described in the hypothesis model of the study in Figure 1.

H₁: Reward (X1) affects on employee performance (Y)

H₂: Punishment (X2) effects on employee performance (Y)

H₃: Work Discipline (Z) mediates the effect of reward (X1) on Employee Performance (Y).

H₄: Work Discipline (Z) mediates the effect of punishment (X2) on Employee Performance (Y).

RESEARCH METHOD

The population is 329 permanent employees of PDAM Malang. The sampling technique was proportional random using the Slovin formula. With a 10% confidence level, 77 samples were employed. Data were collected by questionnaire survey. The questionnaire is a five-point Likert scale.

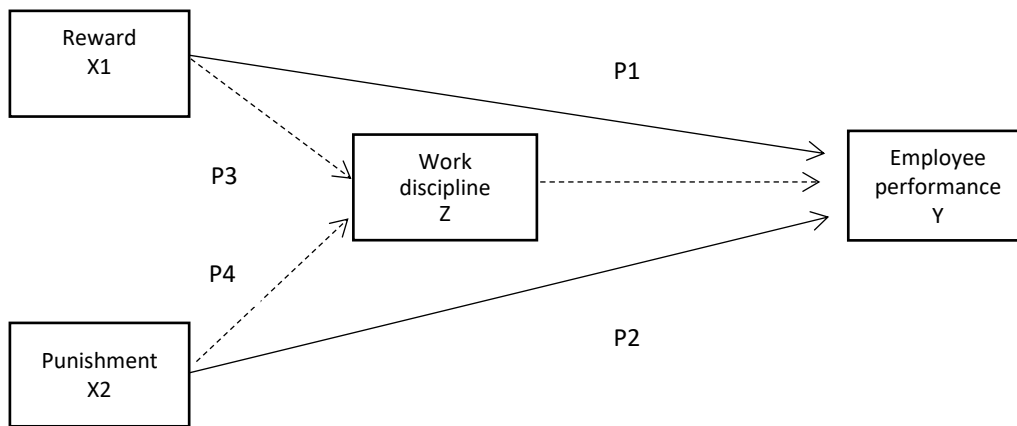


Figure 1. Hypothesis Model

The respondents were divided into several divisions: Finance, HRD, Customer Service, Planning, Production, Transmission and Distribution, Maintenance, Puslitbang, and SPI. Here is the formula for determining the sample size: N is the number of the population, n is the number of samples, and d is precision.

$$n = \frac{N}{N(d)^2 + 1} = \frac{329}{329(0,10)^2 + 1} = 77 \quad (1)$$

A five-point Likert scale was used for the questionnaire survey, from strongly disagree to agree strongly. The reward was measured by four indicators from Mahmudi (2013): salary and bonus, welfare, career development, psychological, and social awards. The punishment was measured using three indicators from Rivai (2005), which were light, medium, and heavy Punishment. Referring to Sutrisno (2016), work discipline was measured with four indicators: compliance with the time regulation, with the basic regulation, with the guidelines and labor relations, and with the other regulations. According to Robbins (2006), performance was measured with five indicators: quality, quantity, timeliness, effectiveness, and independence.

Descriptive statistical analysis was used to determine the frequency distribution of respondents' questionnaire answers and provide an in-depth analysis of the variables studied. The Data were analyzed with path analysis. This Model aimed to determine the direct or indirect effect of independent variables (exogenous) on the dependent ones (endogenous). The mediating variable can be analyzed using the coefficient of variation approach. The coefficient of variation approach employed an examination method through analysis with and without the mediating variables. The examination of the mediating variables through the coefficient of variation approach is performed with the following steps: (a) examining the direct effect of the independent variables on the dependent variables in the model involving the mediating variables, (b) examining the effect of the independent variables on the dependent ones in the model without involving the mediating variables, (c) examining the effect of the independent variables on the mediating variables, and (d) examining the effect of the mediating variables on the dependent variables (Maharani *et al.*, 2017).

RESULT AND DISCUSSIONS

Table 1 provides information based on gender, showing that there are more female respondents than male respondents. Male respondents were 63 or 81,8%, while male respondents were 14 or 18,2%. This shows that the majority of respondents in the study were Male, with a total of 81,8%. Based on the age of the respondents, the respondents aged 23-30 years amounted to 25 or 32.5%, while those aged > 30

years amounted to 52 or 67.5%. This shows that most of the study respondents were > 30 years old. Respondents with the last education SMA/SMK amounted to 55 or 71.5%, respondents with a previous education diploma amounted to 7 or 9.0%, and respondents with a previous education bachelor (S1) amounted to 15 or 19.5%. The majority of respondents in this study had high school/vocational high school education. In this study, there were more male respondents than female. This shows that most of the employees at PDAM are men because most of PDAM's business process activities are in the field, thus encouraging more male workers than female workers. Most of the respondents were also in the age range above 30 years, which is the age of adulthood, and are expected to have a disciplined attitude at work. In addition, more than 50% of respondents have graduated from vocational school

Hypothesis Testing

The decision-making process of hypothesis testing employs comparing the t statistic value with the t table value, whose t statistic value is greater than the t table value, which is 1.960, indicating a significant effect. The hypothesis result is provided in Table 2. The test results in Table 2 conclude that the variable reward (X1) directly affects employee performance (Y). It is evidenced by the significance value of the variable (X1) to (Y), 0,062 > 0,05, and the value of t statistics is 1,957, smaller than that of t table, 1960. Therefore, the hypothesis 1, *reward* (X1) effects on employee performance (Y), is rejected. The variable punishment (X2) does not affect employee performance (Y). The conclusion is based on the significance value of the variable (X2) to (Y), 0,716 > 0,05, and the value of t statistics is 0,365, smaller than the value of t table, which is 1960. Therefore, the hypothesis 2, punishment (X2) effects on employee performance (Y), is rejected.

Goodness of Fit Model

Examining the *goodness of fit* uses the predictive relevance score (Q2) to measure how the observation score is generated. Q2 is based on the coefficient of determination of all the dependent variables between 0 <Q2 <1. The calculation of the total coefficient of determination (Rm²) It is as follows.

$$Rm^2 = 1 - (1 - R1^2) \times (1 - R2^2) = 1 - (1 - 0.308) \times (1 - 0.230) = 0,46 \tag{2}$$

The calculation shows that the total value of the coefficient of determination is 0,46 or 46%. This means the formulated structural model can explain about 46% of the research data's variance, or the path model's accuracy is 46%.

Table 1. Respondents Characteristic

DemographicVariable	N	Percentage
Gender		
Male	63	81.8
Female	14	18.2
Age		
23-30	25	32.5
>30	52	67.5
Education		
SMA/SMK	55	71.5
Diploma	7	9.0
S1	15	19.5

Table 2. The Calculation of The Effect

Direct Effect	Indirect Effect	Total Effect	t statistics	Significance Value
X1 to Y 0,263	X1 to Z to Y = 0,356 x 0,319	X1 to Z to Y = 0,263 + 0,113	1,957	0,062
X2 to Y 0,047	= 0,113	= 0,376	0,365	0,716
Z to Y 0,319	X2 to Z to Y = 0,269 x 0,319	X2 to Z to Y = -0,047 +	2,569	0,012
X1 to Z 0,356	= 0,085	0,085 = 0,038	3,020	0,003
X2 to Z 0,269			2,283	0,025

Mediation Test

Figure 2 shows that the effect of reward on work discipline is significant, which is $0,003 < 0,05$, the effect of work discipline on employee performance is significant, $0,012 < 0,05$, and the effect of rewards on employee performance is $0,062 > 0,05$. It means if (c) and (d) are significant and (a) are not significant, they are complete variables (complete mediation) (Maharani et al., 2017). Therefore, hypothesis 3, work discipline (Z) mediates the effect reward (X1) on employee performance (Y), is received. The effect of punishment (X1) on work discipline is significant, which is $0,025 < 0,05$; the effect of work discipline on employee performance is significant, $0,012 < 0,05$, and the effect of punishment (X1) on employee performance is $0.716 > 0,05$. It means if (c) and (d) are significant and (a) are not significant, they are complete variables (complete mediation) (Maharani et al., 2017). Therefore, hypothesis 4, work discipline (Z) mediates the effect punishment (X1) on employee performance (Y), is received.

Discussion

The research results show that *reward* does not affect employee performance. This condition is strengthened by the results of an interview with one of the employees, one of the assistant managers in PDAM Malang. He said that the *reward* in this company needs to be adjusted to fit the workload given to the employees. The rewards given to employees with a lighter workload are still similar to those given to employees with a heavier workload.

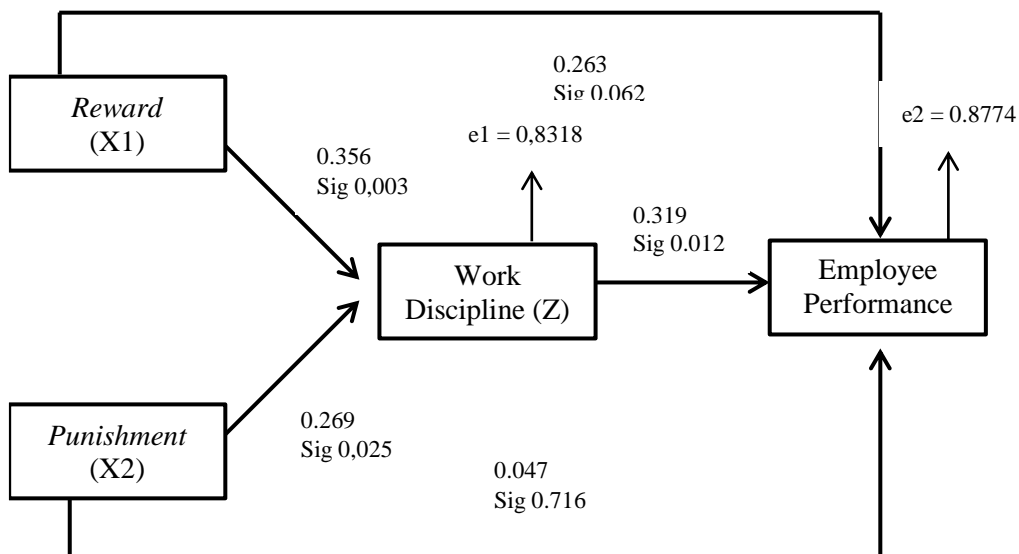


Figure 2. The Result of Path Analysis

This study's results align with the research conducted by Suak et al. (2017) that rewards cannot improve employee performance. A similar result is suggested by Oemar (2007) that if a member of an organization feels that he/she works heavier than the others and feels awarded less than what he/she expected, he/she may show a negative attitude towards the work, the leaders, or the coworkers. On the other hand, he/she will show a positive attitude towards his/her work when he/she feels the effort given is rewarded fairly and treated well. Therefore, an unfair *reward* will lead to social jealousy among the employees, which might trigger a negative working relationship and affect their work or performance.

The research results show that *punishment* does not significantly affect employee performance. The absence of the variable effect is reinforced by the result of the interview with the manager's assistant, who said that the implementation of *punishment* in PDAM Malang has yet to be completely applied according to the existing regulation. When an employee breaks it, he/she is given a spoken *warning*, and if he/she does it again, written warnings, SP 1/SP 2, or even LAYOFFS are supposed to be given, yet it rarely happens. When he/she breaks the regulations more than once, he/she is usually punished by being moved to another post because the leaders are more concerned about kinship. The result agrees with the research conducted by Suak et al. (2017) that punishment given to employees does not significantly affect employee performance.

Work discipline mediates the effect of reward on employee performance. This is evidenced by the effect of the reward automatically granted through the KPI (Key Performance Indicator) system in PDAM Malang for the automated systems of KPI that provide an objective and measurable assessment of employee work discipline. Therefore, rewards in the form of money will be automatically transferred monthly to the employees according to their respective KPI presentation scores. When employees are well-disciplined and can reach 100%, the incentive is also 100%. A good reward system has a positive effect on the work discipline of employees. It is in line with the suggestion of Tohardi (2002) regarding things that can be done to enforce work discipline, one of which is giving them rewards. When the discipline level of an employee is high, the work performance will be more organized and well-ordered because discipline can lead the employees to obey the company's rules and norms and be responsible with the given workloads. The current finding supports the previous research conducted by Yang & Chen (2019), Rai et al. (2018), and Mihardjo et al. (2021) that reward has an indirect effect on performance. It agrees with the research conducted by Asriani et al. (2015) that a reward also affects work discipline. To reach good employee discipline, a company must grant a reward that is relatively appropriate to the responsibilities assigned. According to Liyas & Primadi (2017) and Supriyanto et al. (2020), work discipline significantly influences employee performance. The higher the work discipline is, the better employee performance will be. Applying the work discipline aims for the employee to perform the tasks and responsibilities satisfactorily. Therefore, the company will be better if they obey the company's regulations well.

The study results show that work discipline mediates the effect of punishment on employee performance. The punishment can also be automatically given through the KPI system. When an employee is disciplined upon working, his/her KPI percentage will be reduced, and his/her allowances/bonuses are automatically reduced. According to Anwar & Duniya (2016), punishment can be used to stimulate discipline if applied properly and wisely. Besides, Lestari & Firdausi (2016) and Supriyanto et al. (2020) suggest an increase in employee discipline after enforcing punishment. Punishment can make the employees responsible for their jobs.

CONCLUSION

Reward has no direct effect on employee performance. Punishment has no direct effect on employee performance. Work discipline completely mediates the effect of reward on employee performance. Work

discipline completely mediates the effect of punishment on employee performance. Therefore, we suggest that PDAM Malang should pay more attention to the rewards given to the employees according to their workload. It aims to improve their work discipline so that they can perform maximally. Besides, punishment should also be socialized more to create a mindset that its enforcement aims to control the employee attitude so that they do not make any mistakes or errors during the work. This study implies that it finds a close relationship between the variable of reward and punishment on employee performance mediated by work discipline. A comfortable reward and punishment can create a discipline of the employees. Moreover, disciplined employees are more productive compared to those who are not. Further research is expected to broaden the research orientation by adding other variables that can affect employee performance.

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