

Analysis of Rewards and Punishment on the Performance of State-Owned Enterprise Employees in Medan Region

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Abstract.

Motivating workers through the use of rewards and punishments, the management control system places an emphasis on output. Any decent employee will follow the rules set out by their employer and will push for their coworkers to do the same. Finding out whether company rewards and punishments have an effect on employee performance in a State-Owned Enterprise is the main objective of this study. Quantitative studies employ non-probability purposive sampling and associative causality studies. With the aid of SmartPLS, descriptive statistics were applied to 100 questionnaires. All of the study's variables were found to have a positive and statistically significant effect. With a t-statistic value of 4.218, employees believe that the company's performance reviews can positively affect their pay, benefits, and advancement opportunities. The company's punishment motivate employees to perform well in order to avoid pay cuts and promotion delays (t-statistic value 4.861). When workers' expectations regarding company assessments and reward are satisfied, their performance improves (t-statistic value 3.900). Therefore, it is reasonable to assume that, with proper implementation of evaluation and sanctions, staff performance will improve. While punishments are the most powerful incentive for improving performance, this study's original finding is that positive reinforcement in the form of awards can inspire loyalty and good conduct.

Keywords: Rewards, Punishment, Employee Performance, Organizational Control and State-Owned Enterprises.

I. INTRODUCTION

In this age of global economic development, when competition is fierce and markets are becoming more open, state-owned businesses, including public companies, must find a way to grow while staying afloat. For the benefit of all, state-owned enterprises strive to offer affordable, high-quality goods and services to the community by adhering to the principles of good corporate management [1]. To uphold its strategic position as the top provider of public services and to promote professionalism among its employees, a state-owned company must practice good corporate governance [2].

A company's human resources are more valuable than money, technology, or natural resources [3]. Human resources are critical to every facet of a company's operations. Incompetent and untrustworthy human resources will cause a company's operations to fail even if the infrastructure and technology are sufficient. Hardworking people are always in demand by companies. The ever-changing nature of the business landscape is driving up the importance of human resource management strategies like recruitment, training, and retention [4]. Because people are the company's most valuable asset, HRM strategies should take center stage alongside those in other departments.

Improving employee performance can be achieved in various ways. Businesses can boost productivity with the correct strategy. One way to motivate workers is to institute a system of rewards and punishments. Managers can foster a motivating work environment by acknowledging and incentivizing employees when they succeed and implementing suitable consequences when they fail [5]. Many businesses use a system of

rewards and punishments to encourage workers to give their all on the job. This reward and punishment system is about keeping an excellent culture alive and inspiring workers to improve [6].

Multiple investigations on the effects of incentives and eyewitness accounts on the State-Owned Enterprises workers. Some studies find that rewards hurt rather than help workers' productivity [7], while others find the opposite true [8], [9]. Similarly, other studies have found that sanctions can positively and negatively affect employee performance [10], [11]. According to the findings, state-owned enterprises management has fallen short of expectations, which has good and bad consequences for the business. Some people may put their needs ahead of the company's because they don't think their work is valued. The issue may have originated from the absence of a reliable system for monitoring sanctions and rewards. This paper's overarching goal is to ascertain whether or not the State-Owned Enterprises incentive and punishment system effectively raises employee output.

Managing an organization's human resources entails making the most of them [12]. In the business sector, efficient management and utilization are crucial for reaching organizational objectives and fostering personal growth among employees. Human resource management is all about strategically managing people to meet organizational goals while meeting their individual and community needs [13], [14].

Every organization strives to improve its employees' performance and achieve its goals. Effective control over the company's management is essential to accomplishing this goal. This will help motivate each employee and improve their performance. Rewarding employees of state-owned enterprises is one key factor in boosting their performance and human resource management [15], [16], [17].

Employee performance is an essential aspect in any organization. It reflects the work of individuals and significantly affects the overall management process. The results of this performance can be measured and compared to predetermined standards [18]. Performance indicators are essential for evaluating and monitoring performance at every stage of an activity, from planning to implementation and completion. They provide a measure of success and assistance that can be measured in making assessments. The indicators of this study adopt Sedarmayanti's income (2017), which includes quantitative and qualitative performance measures. Quantitative measures include work processes, task completion time, number of errors, and services provided. At the same time, qualitative measures include work accuracy, data analysis skills, skill level, and evaluation skills.

Rewards are a way to acknowledge and show gratitude for the hard work done by professionals to fulfill the requirements of their roles [14]. Rewards can be in various forms, physical and non-physical, which organizations give to their employees in recognition of their skills, efforts, and adherence to positive values that meet specific needs [19]. Rewards are awards given to employees who can work beyond the standards set by the company. The indicators in this study refer to Fahmi (2022), namely financial rewards (salary, bonuses, allowances, and compensation) and non-financial rewards (awards, promotions, health insurance, and housing assistance) [20].

Punishment is a method used to encourage better performance, ensure compliance with rules, and provide learning opportunities for individuals involved [12]. Employees who fail to perform their job as instructed may face disciplinary action in the form of punishment [20]. In a company's operations, disciplinary action is commonplace. The purpose of these steps is to ensure that employees comply with established rules and behavioral procedures. This study uses the witness indicator according to Rivai's opinion, namely light punishment (written warnings and verbal warnings), moderate punishment (salary deductions and postponement of promotions), and severe punishment (demotion and dismissal) [21].

A hypothesis is made to discover the relationship between variables in the study, a statement about the relationship between variables as a temporary answer to the research problem whose truth must be tested empirically (Suwarno & Nugroho, 2023). Based on the theoretical framework above, the hypotheses in this study are:

H1 = Punishment has a significant positive effect on employee performance.

H2 = Rewards have a significant positive impact on punishment.

H3 = Rewards have a significant positive effect on employee performance.

H4 = Rewards accompanied by punishment have a significant positive effect on employee performance.

II. METHODS

The type of research used is quantitative research, where the data collection technique is obtained through a questionnaire. The population in this study were employees of State-Owned Enterprises in Medan City who were met by researchers at shopping centers totaling 203 people, consisting of 124 men and 79 women and composed of Perkebunan Nusantara III employees, Kereta Api Indonesia, PLN North Sumatra Region, Bank Negara Indonesia, Angkasa Pura II, Jasa Raharja and KAI Logistik. Of the 124 questionnaires that were asked directly, only 100 were filled out according to the criteria so that they were used as research samples. Researchers collect opinions and answers from respondents regarding the factors examined by compiling a list of questions called a questionnaire [22]. The research sample technique used is purposive sampling, which is a sampling technique that determines specific criteria [22]. The research sample is a saturation sample because the sample selection technique involves all members of the population being sampled [22]. So all 100 respondents were used as research samples.

This questionnaire uses a Likert scale to measure and score, including 1: Strongly Disagree, 2: Disagree, 3: Quite Agree, 4: Agree, and 5: Strongly Agree [23]. A Structural Equation Model (SEM) was used to prove the research hypothesis with a Partial Least Squares (PLS) data analysis approach. SEM-PLS differs from SEM-Covariance because it only forms a one-way relationship between variables. Well-distributed data is also not needed when using the SEM-PLS analysis method. There are two parts in the SEM-PLS model assessment process: evaluation of the outer model, which is the measurement model, and evaluation of the interior model, which is the structural model [23].

III. RESULT AND DISCUSSION RESULT

Table 1.

Composite Statistic / Item		Loading Factor	CA	rho_A	CR	AVE
Reward			0.849	0.849	0.888	0.569
Reward Financial	<i>Salary</i>	0.779				
	<i>Bonus</i>	0.756				
	<i>Compensation</i>	0.761				
	<i>Allowance</i>	0.725				
Non-Financial Reward	<i>Employee Rewards</i>	0.736				
	<i>Job Promotion</i>	0.769				
	<i>Health Insurance</i>	0.674 ^{ns}				
	<i>Housing Assistance</i>	0.645 ^{ns}				
Punishment			0.859	0.861	0.895	0.587
Light Punishment	<i>Written Warning</i>	0.753				
	<i>Verbal Reprimand</i>	0.711				
Medium Punishment	<i>Pay Cuts</i>	0.811				
	<i>Hold Promotion</i>	0.817				
Severe Punishment	<i>Demotion</i>	0.746				
	<i>Dismissal</i>	0.752				
Employee Performance			0.857	0.853	0.893	0.583
Quantitative Performance	<i>Work Process</i>	0.638 ^{ns}				
	<i>Time to Complete Work</i>	0.797				
	<i>Number of Errors</i>	0.736				
	<i>Number of Services</i>	0.803				
Qualitative Performance	<i>Accuracy of Work</i>	0.728				
	<i>Able to Analyze Data</i>	0.698 ^{ns}				
	<i>Level of Ability</i>	0.771				
	<i>Evaluation Skills</i>	0.743				

Composite Outer Model Measurement Result

Note: ns = not supported validity value <0,7

Table 1 shows that several indicators in the variables do not meet the requirements to be used as indicators in this study because their factor loading values are less than 0.7. These indicators include: 1.

Health Insurance Indicator in the Reward variable; 2. Housing Assistance Indicator in the Reward variable; 3. Work Process Indicator in the Employee Performance variable; and 4. Data Analysis Indicator in the Employee Performance variable. We will delete and reprocess the data for the previously mentioned invalid indications to ensure that only the original indicators are processed. Figure 1 shows the final results of the OuterModel Test.

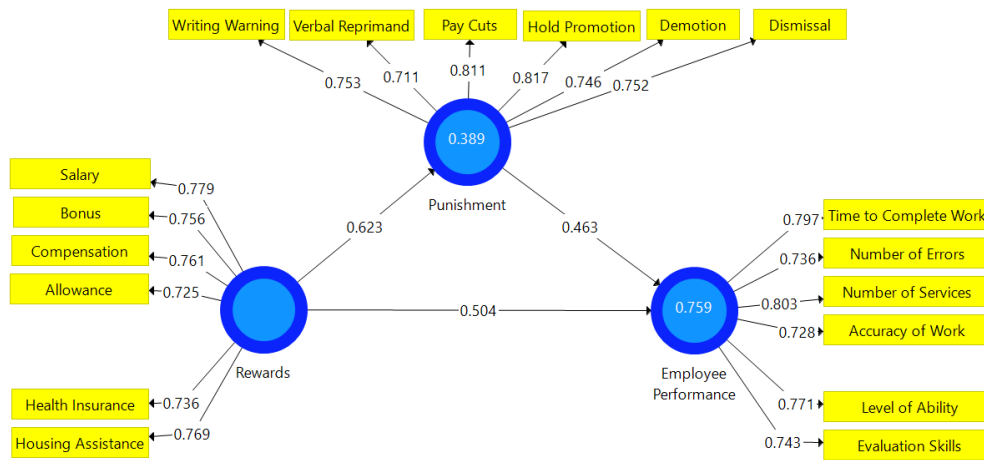


Fig 1. Final Results of Outer Model Testing

Table 2. Fornell-Larcker Criterion Value

	Employee Performance	Punishment	Rewards
Employee Performance	0.763		
Punishment	0.777	0.766	
Rewards	0.792	0.623	0.755

Source: SEM-PLS data processing results, 2024

Among all the latent variables examined, the Fornell Larcker criterion value for each construct is the highest, as shown in Table 2. The achievement of discriminant validity is because the latent variables in each concept anticipate every hint of practical questions.

Table 3. R-Square Adjusted Value

	R-Square	R-Square Adjusted
Rewards		
Employee Performance	0.759	0.754
Punishment	0.389	0.382

Source: SEM-PLS data processing results, 2024

The R-squared (R²) value indicates the extent to which the independent variables account for the dependent variable's variability. Based on the study conducted by Hair et al. (2021), an R-squared value of 0.67 denotes a good model, 0.33 a moderate model, and 0.19 a weak model. The employee performance R-squared results are 0.759, or 75.9%, according to Table 3. Employee performance can be impacted by 75.9% by varying the variables associated with rewards and punishments. The remaining 24.1% are influenced by factors not part of the research. The next thing to know is that Rewards and Sanctions (punishment) have an R-Square value of 0.389, or 38.9%, on the effect on Employee Performance. Unmentioned variables account for the remaining 61.1%.

Here's how to find the Q-Square Predictive Relevance value:

$$\begin{aligned}
 Q &= 1 - (1 - R^2 \text{ Employee Performance}) \times (1 - R^2 \text{ Punishment}) \\
 &= 1 - (1 - 0.759) \times (1 - 0.389) = 1 - (0.241) \times (0.611) = 1 - 0.147251 \\
 &= 0.852749
 \end{aligned}$$

Predictive relevance is indicated by Q-Square values greater than 0, while insignificance is indicated by values less than 0. The research Q-Square value of 0.852749 suggests that the structural model developed to explain the incentives and punishments for Airnav Indonesia employees is predictive.

Table 4. F-Square Value

	Employee Performance	Punishment	Rewards
Employee Performance			
Punishment	0.542		
Rewards	0.643	0.636	

Source: SEM-PLS data processing results, 2024

The F-Square Value Test determines whether exogenous latent variables significantly affect endogenous variables. The f-squared value of 0.636 in Table 4 shows that reward (X1) significantly and strongly influences Punishment (Z1). The f-squared value of 0.643 shows that Reward (X1) substantially affects Employee Performance (Y1). With an f-squared value of 0.542, the reward variable (X1) strongly influences employee performance (Y1) through punishment (Z1).

Table 5. Model Fit Test Results

	Saturated Model	Standard Value	Result
SRMR	0.121	< 0.10	Less
d_ ULS	2.519	> 2.00	Good
d_ G	1,813	> 0.90	Good
Chi-Square	754.858	Minimal in size	Less
NFI	0.516	> 0.9	Less
Rms Theta	0.263	< 0.102	Less

Source: SEM-PLS data processing results, 2024

Table 5 shows that the model fit test yielded three positive results: a Root Mean Square Theta (RMS) value of 2.519 > 0.20, a d_ ULS value of 1.813 > 0.90, and a Chi-Square value that does not meet the standard model fit requirements. But it doesn't change the fact that the model fits the problem and is correct. Consistent with the predictions, the updated structural model has generated predictions. According to Ghozali, using two or more Goodness of Fit results in a slightly lower form, indicating a good model fit [24]. According to Hair et al. (2021), a model is deemed very good and suitable if its results agree with the predictions. Employees' satisfaction with their compensation directly correlates to how likely they are to work harder [23].

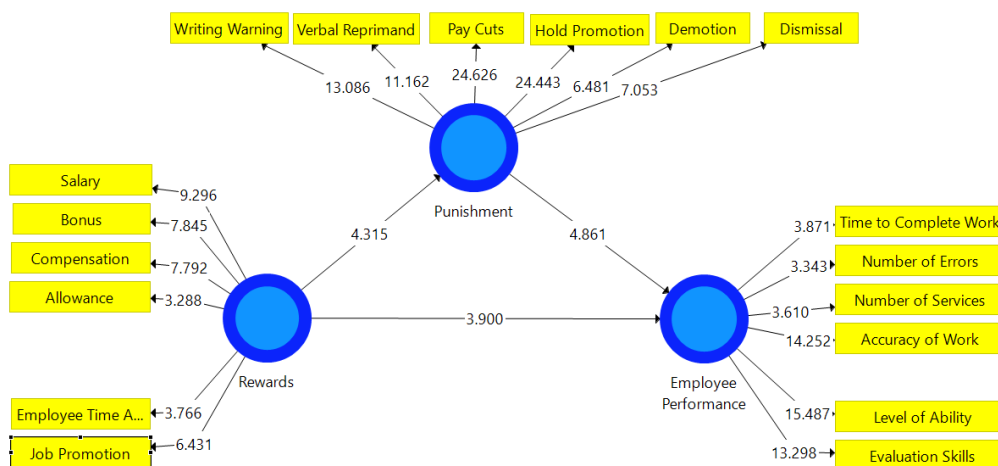


Fig 2. Final Result of Bootstrapping Outer Model

When the research model is good enough, we can start testing hypotheses. A relationship's statistical significance is ascertained through hypothesis testing. We compare the original sample with the predicted value to find the direction and coefficient of the relationship. The path coefficient's p-value and t-statistic are also evaluated. Figure 2 shows the final step of conducting a bootstrapping test to assess the research hypothesis and account for data anomalies, which can be particularly problematic when working with small

samples. Assuming a 5% significance level (α 5%), if the t-statistic value exceeds 1.96 and the p-value falls below 0.05, H_a is accepted and H_o is rejected. To reject H_a and accept H_o , we need a t-statistic value below 1.96 and a p-value greater than 0.05.

Table 6. Research Hypothesis Results

Hypothesis	Sample	Mean	St.dev	T-s	P-Value	Note
Punishment → Employee Performance	0.463	0.497	0.095	4.861	0.000	Accepted
Rewards → Employee Performance	0.504	0.452	0.129	3.900	0.000	Accepted
Rewards → Punishment	0.623	0.580	0.144	4.315	0.000	Accepted
Rewards → Punishment → Employee Performance	0.288	0.280	0.068	4.218	0.000	Accepted

The results of a statistically significant positive relationship between Punishment and Employee Performance (0.463) are presented in Table 6, where the t-statistic is $4.861 > 1.96$ and the p-value is $0.000 < 0.05$. Punishment does affect Employee Performance, proving and accepting the first hypothesis. A t-statistic value of $4.315 > 1.96$ and a p-value of $0.000 < 0.05$ indicate that the Reward variable has a relatively significant positive influence of 0.623 on punishment. We can now accept and confirm the second hypothesis, which states that Rewards influence Punishment. Similarly, with a t-statistic value of $3.900 > 1.96$ and a p-value of $0.000 < 0.05$, there is a relatively sizeable positive influence of 0.504 between Rewards and Employee Performance. Thirdly, we have evidence supporting the idea that rewards influence Employee Performance. Through punishment as a mediator, the reward variable positively affects employee performance by 0.288 (t-statistic = $4.218 > 1.96$). The p-value is more significant than 0.05, with a total of 0.000. This proves and accepts the fourth hypothesis that Rewards will affect Employee Performance or Punishment.

VI. DISCUSSION

The Influence of Punishment on Employee Performance

First is the Proven and Accepted Hypothesis that Punishment Affects Employee Performance. According to this finding, the effectiveness of punishment will impact employee performance at Indonesian State-Owned Enterprises in Medan. The survey's findings indicate that wage cuts and postponements in promotions are the most influential factors in corporate punishment. Therefore, this can be discretionary as a mild form of punishment.

This aligns with the perspective that employees are likely to refrain from disciplined behavior and may be more apprehensive about breaching business norms when faced with severe consequences. The study's findings align with the research carried out by Priharti et al. (2022) at PT. Kereta Api Indonesia (Persero) DIVRE IV Tanjung Karang Baturaja Station indicates that punishment significantly impacts employee performance [11]. Nonetheless, it diverges from the findings of Sidik et al. (2023) at PT—Semen Baturaja, Tbk, which indicated that punishment did not influence employee performance [10]. The imposing penalties on employees within state-owned enterprises in Medan may catalyze the enhancement of work performance and discourage subpar contributions to the organization. To maintain their active engagement and contribute to the organization's ongoing growth. The investigator acknowledges that the research methodology, organizational context, and other factors that impact the relationship between punishment and employee performance in this study require comprehensive examination to enhance the understanding of the distinctions present in each state-owned enterprise in Indonesia. Moreover, each workplace, including state-owned enterprises in Medan city, employs distinct methods of enforcing punishment, making it essential to consider this. Additional investigation and a more thorough gathering of data from state-owned enterprises are necessary to enhance our understanding of the beneficial effects of punitive measures on employee performance within these organizations. Organizations and leadership can leverage this information to formulate more effective strategies to enhance employee performance and realize their objectives.

The Influence of Rewards on Punishment

The second hypothesis posits that rewards exert an influence on punishment, having been both substantiated and acknowledged. This indicates that a correlation exists whereby the quality of awards conferred upon employees inversely affects the severity of punishments experienced by employees of Indonesian state-owned enterprises in Medan. The implementation of rewards can significantly influence the administration of punishment within an organization. When a company establishes clear guidelines for employees to attain appropriate and exceptional awards, it fosters an environment where individuals are cognizant of these rules. Consequently, they are likely to accept the consequences of their actions, understanding that any transgressions will result in punitive measures from the organization.

This study reveals a novel finding regarding the correlation between rewards and punishments in the workplace. Disciplinary violations committed by employees can be reduced by the extent to which the company can provide or offer good and attractive rewards for employees to help progress and improve the business. Employees frequently disengage from their tasks when subjected to punitive measures. However, if employees focus and perform excellently without committing wrongdoing because they expect rewards from the company, then pressure, anxiety, and worry about punishment or sanctions can motivate them. This perspective aligns with the conceptualization of punishment as a mechanism designed to enhance employee performance, uphold existing regulations, and impart lessons to those who transgress [25]. Consequently, when an organization or company adopts effective and well-regarded rewards, it enhances performance. The caliber of employee performance is widely acknowledged as the paramount determinant of a company's overall quality.

The Influence of Awards on Employee Performance

The results of this research demonstrate a noteworthy and substantial impact of awards on the performance of employees within state-owned enterprises in Medan. The third hypothesis has likewise been accepted and substantiated. The findings from the research questionnaire indicate that salary, bonuses, and allowances exert the most significant influence on the awards conferred by the company. Awards catalyze employees to enhance their performance. When leaders recognize that the aspirations and enthusiasms of their employees can be fulfilled through their professional endeavors, they are likely to exhibit a heightened motivation to exert effort. Individuals are inclined to perform at their highest capacity when they receive frequent recognition and rewards.

Employees motivated to enhance their performance through the prospect of future rewards exhibit greater efficacy than those who lack such incentives. The reward system guarantees that employees maintain a positive disposition during work activities. They are driven to exert considerable effort, fully aware that a reward awaits them after their endeavors. As a result of this initiative, employees are likely to exhibit a more significant commitment to performing their duties effectively. Rewarding high performance and fostering positive relationships between superiors and subordinates is believed to increase employee motivation. Consequently, a workplace characterized by enjoyment is likely to enhance employee retention. The results of the author's investigation align with the conclusions drawn by Anwar & Naingolan (2023) and Marapaung et al. (2022). The results of this study stand in opposition to the conclusions drawn by Patria (2022), who observed no correlation between rewards and heightened productivity within the workplace.

The Influence of Awards on Employee Performance through Punishment

The fourth hypothesis posits that rewards facilitated by witnesses influence employee performance, and this has been substantiated and acknowledged. This indicates that the effective implementation of rewards for employees, coupled with explicit punishment, will impact the performance of employees in state-owned companies in the city of Medan. Enhancing employee performance can be achieved through the implementation of rewards. The objective of providing rewards is to motivate employees to exert effort and take pride in their contributions, ultimately leading to improved outcomes for the organization. When leaders fail to acknowledge and address the needs and aspirations of their employees, they hinder their ability to

inspire full commitment and effort from their team. Punishment also holds significant importance in motivating employees to enhance their performance. Employees will likely exhibit greater discipline and thoroughness when confronted with consequences, improving workplace performance. Enforcing compliance with established policies and processes leads to a more disciplined and productive workplace.

Like a savvy business person discovering the ideal recipe for success, rewards and sanctions' combined and applied effects on employee performance will be more noticeable. Employee performance generally improves when rewards and punishments are implemented effectively. The purpose of sanctions is to provide direction and discipline, whereas rewards are used to motivate and encourage. Employee performance management thus requires businesses to think strategically about how to apply incentives and consequences. Increased discipline, better achievement of organizational goals, and a more pleasant and efficient work environment can be achieved by implementing a balanced system of incentives and consequences.

IV. CONCLUSION AND SUGGESTIONS

Conclusion

Upon completing statistical analyses and deliberations regarding the Impact of Rewards and Sanctions on Employee Performance within Indonesian state-owned enterprises in Medan, many conclusions emerge: Primarily, incentives play a crucial role in influencing employee performance. This illustrates that the acknowledgment afforded to employees serves as a catalyst for motivation and enhancing their performance. Employees are inspired to perform at their highest level due to the incentives provided by the organization, which encompass competitive salaries, bonuses, and comprehensive benefits. Acknowledgment and valuing their endeavors and commitment cultivate a profound sense of motivation. Moreover, sanctions can profoundly influence employee performance. The enhancement of employee performance may be significantly affected by the imposition of sanctions. Implementing sanctions as a form of discipline can enhance employee performance within the organization.

Furthermore, a significant relationship exists between the reward factor, intricately linked to sanctions, and employee performance. The comprehensive and balanced application of rewards and sanctions can significantly enhance employee performance. Incentives offer essential motivation and acknowledgment, whereas punishments serve to direct and establish authority in overseeing employee conduct.

Consequently, organizations must acknowledge the significance of rewarding employees as a strategic method for enhancing their performance. Furthermore, evaluating the effectiveness of current sanctions and exploring alternative strategies that may more effectively tackle the issue of inadequate performance is crucial. This research provides a comprehensive perspective on the relationship among rewards, sanctions, and employee performance within Indonesian state-owned enterprises in Medan.

Suggestions

Upon meticulous examination of the research findings and productive discussions, we have discerned multiple significant recommendations for future inquiry. Individuals seeking to investigate analogous domains should contemplate incorporating supplementary independent variables that could affect employee performance. By examining a broader array of variables, research can provide a more integrated understanding of the factors influencing employee performance. We have pinpointed multiple aspects in the research questionnaire that may necessitate consideration from Indonesian State-Owned Enterprises. The subsequent inquiries are inconsequential and require attention: Enhancing the performance of employees in state-owned enterprises in Medan city through training is imperative. This entails concentrating on data analysis competencies and personal development to enhance work processes.

Organizations should contemplate enhancing employee benefits, including augmenting health insurance coverage and providing housing assistance. To prosper, companies should provide more extensive rewards, grant employees increased autonomy, and facilitate personal growth through training and

development opportunities. This aims to inspire and motivate employees to enhance their performance and meet their obligations.

Organizations should prioritize and maintain the implementation of sanctions as an effective mechanism to enhance employee performance. Practical and quantifiable consequences can incentivize employees to improve their efforts and pursue excellence. Moreover, the effective implementation of sanctions can deter other employees, dissuading them from engaging in undesirable conduct.

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