

## **The Influence of Reward and Punishment on Employee Performance with Discipline as an Intervening Variable at PT. Mekar Sari Mulya**

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### **ABSTRACT**

This study aims to test and analyze the effect of reward and punishment on employee performance with discipline as an intervening variable at PT Mekar Sari Mulya. This type of research is quantitative research. The sample in this study was obtained using probability sampling technique with random sampling approach. The population used was employees of PT Mekar Sari Mulya with a sample of 50 respondents. Data was collected using a questionnaire method. The analysis method used is Partial Least Square (PLS) with the help of SmartPLS software. The results showed that Reward has a significant effect on Employee Performance. Punishment has no effect on employee performance. Discipline has a significant effect on employee performance. Reward has a significant effect on employee performance through discipline. Punishment affects employee performance through discipline.

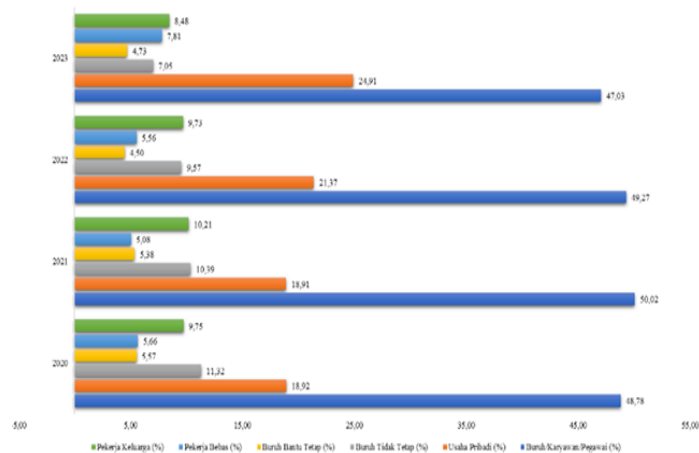
**Keywords:** reward, punishment, employee performance, and discipline

### **INTRODUCTION**

Increased competition in human resource management in the era of globalization encourages individuals to be more competitive in order to improve their quality and competitiveness in the work environment. This is done so that individuals can achieve performance goals and survive in the ever-evolving dynamics of the job market (Karim et al., 2024). Meanwhile Al Akbar & Sukarno (2023) explains that performance refers to the results achieved by individuals in terms of quality and quantity in carrying out job responsibilities. However, performance is not only judged by how many tasks are completed. More than that, performance is also judged by how well the work is carried out in accordance with the responsibilities assumed.

Referring to Sakinah & Palupi (2024), it is known that discipline is a major factor affecting performance, because discipline underlies consistency in carrying out tasks, managing time, complying with rules, and meeting work standards. It creates order, efficiency, and builds trust through commitment and integrity. The implementation of discipline in employees is also influenced by several factors such as reward and punishment (Wibowo et al., 2022). As research Layek & Koodamara (2024) found that rewards are a form of appreciation for achievement or positive behavior, while punishment is given as a consequence for violations or performance that does not meet standards. The application of both can help improve discipline, so as to optimize performance (Fareira & Ar, 2024). Therefore, discipline is considered to mediate the relationship between reward and punishment on employee performance (Ronting et al., 2023).

Kediri City is a region with a high disciplinary orientation, as the majority of its workforce chooses to work in structured sectors such as laborers, employees, and employees. These sectors require adherence to clear rules, working hours, and performance standards, thus encouraging order and efficiency in the workplace.



Source: Satudata Kediri, 2024

**Figure 1**  
**Proportion of Workers in Kediri City in 2020 – 2023**

Referring to Figure 1, it is known that the majority of the working-age population in Kediri City work as laborers, employees, and workers. This shows that most people prefer jobs with attachments such as in companies, government agencies, or private institutions. This condition indicates that workers in Kediri City tend to prioritize job stability, which has implications for a more stable income. Research Wahyuni et al., (2024) found that rewards have no effect on employee performance, while punishment has a significant effect. In contrast, research Mulyati (2023) actually found that rewards affect employee performance, while punishment does not. These findings indicate that there is a gap in the relationship between rewards and punishment on employee performance.

Referring to the concept presented by Ronting et al., (2023) which states that discipline can mediate the effect of reward and punishment on performance, the researcher intends to add discipline as a mediating variable. The concept is also supported by Wibowo et al., (2022) which shows that reward and punishment have a significant effect on discipline, so discipline can be used as a factor that can bridge the influence of reward and punishment on employee performance. Therefore, this research will be prepared with the title “The Effect of Reward and Punishment on Employee Performance with Discipline as an Intervening Variable at PT Mekar Sari Mulya”. The use of the object is done because PT Mekar Sari Mulya is one of the large companies in Kediri City that absorbs a lot of labor without limiting the gender involved.

### Literature Review

#### Reward

According to Ghanitri & Hakim (2024) reward is a reward given to individuals or groups as a reward for significant achievements or contributions in an organization or company. Reward aims to encourage someone to increase or improve their achievements (Sofiaty, 2021). Rewards are divided into two, namely intrinsic and extrinsic. Rewards that are not physically realized are called intrinsic rewards such as giving awards, facing new challenges, and staying optimistic. In contrast to intrinsic, extrinsic rewards are in the form of tangible rewards or awards.

There are two types of rewards, namely non-monetary rewards, such as promotions, or monetary rewards, such as salaries, bonuses, and facilities (Permatasari & Sumartik, 2022). It can be concluded that reward is a form of appreciation for a certain achievement given, both by individuals and organizations. This appreciation can be in the form of material or non-material gifts, and it is very important to give loyal and outstanding employees so that they are motivated to develop further. According to (Latiep et al., 2022) there are 4 (four) indicators of reward, namely: 1) salary and bonuses; 2) welfare; 3) career development; and 4) psychological and social rewards

#### Punishment

Punishment is the provision of punishment to employees who act not according to applicable rules (Fathoni & Susilowati, 2022). Saraswati et al., (2023) suggest that punishment is a guarantor to

minimize mistakes at work. Punishment is considered very helpful because employees who violate the rules will immediately be given comparable punishment (Anggraeni et al., 2023). In the end, the purpose of giving punishment is intended to make employees who violate the rules careful so that they do not do it again (Arifuddin, 2022). If high achievement must be rewarded properly, then if you violate the rules in the company, you must be given sanctions or punishment that is appropriate and fair. According to (Sariah, 2024) there are 3 (three) indicators of punishment, namely: 1) light punishment; 2) medium punishment; and 3) severe punishment.

### *Discipline*

Discipline is defined as a tool used by an organization to communicate with employees in order to change attitudes and behavior, as well as an effort to increase employees' awareness and willingness to comply with applicable regulations and norms (Tanaka et al., 2021). Discipline at work is very important for achieving the performance expected by every organization or company. According to (Riski et al., 2020) discipline is a force that develops in the employee's body that allows employees to voluntarily make decisions, follow rules, and follow principles that are very important for their behavior and work.

One way to describe discipline at work is the mental state seen in the behavior of a person, social group, or society as a whole, such as compliance with rules, laws, or moral standards set by society or law. Discipline is the most important component of human resource management and is a condition for success, as it is difficult to achieve the highest goals without adequate discipline. To exercise restraint, one must have the desire and awareness to comply with social and professional standards. According to Olivia & Lestariningsih (2022) there are 4 (four) indicators of discipline, namely: 1) obedient to time; 2) obeying basic rules; 3) adherence to guidelines and work relationship rules; and 4) compliance with other regulations

### *Employee Performance*

Performance is a measure of how well a task is accomplished, specifically how well it measures up to expectations. Performance, accordingly, focuses on the results of one's work. Efficiency is a broad notion that describes how successfully individuals, teams, and parts of an organization perform their tasks according to set standards and criteria. A person's performance is defined as a record of the work results they are able to achieve through actions within a certain time frame (Kristanto, 2020). Another opinion says performance is defined as a person's way or ability to work so as to provide satisfactory results at work for the whole or part of the job or for a certain period of time (Fauziah et al., 2020). According to (Olivia & Lestariningsih, 2022) there are 5 (five) indicators of employee performance, namely: 1) quality of work; 2) quantity; 3) timeliness; 4) effectiveness; and 5) independence

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

According to research by (Frimayasa & Febrian, 2021) rewards can be interpreted as rewards, awards or gifts, and aim to make employees happy, enterprising, enthusiastic, and more diligent in working in the company. Giving rewards is a strong facilitator of performance improvement (Rong et al., 2022). In line with research Zied et al., (2023) said that rewards have a significant positive effect on employee performance. The results of research conducted by Mulyati (2023) also argue that rewards affect employees.

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

According to research conducted by Olivia & Lestariningsih (2022) punishment has an influence on employee performance. Punishment which is considered as pressure from above is also considered as motivation to improve performance. This is in line with research conducted by (Wahyuni et al., 2024).

### *The Effect of Reward on Discipline*

According to research conducted by Purnomo (2021) rewards have an influence on discipline. The existence of rewards or rewards given will affect the discipline of employees.

*The Effect of Punishment on Discipline*

According to research conducted by Sakinah & Palupi (2024) punishment has an influence on discipline. This is in line with research conducted by Olivia & Lestariningsih (2022).

*The Effect of Discipline on Employee Performance*

According to research conducted by Olivia & Lestariningsih (2022) discipline has a significant and positive influence on employee performance. This is in line with research conducted by Juliyanti & Onsardi (2020). Regulations made in accordance with existing provisions without burdening employees certainly make employees comply with these regulations. The existence of regulations that are not burdensome certainly increases the discipline of employees.

*The Effect of Reward on Employee Performance Through Discipline*

According to research conducted by Olivia & Lestariningsih (2022) discipline can mediate the relationship between rewards and employee performance. The existence of rewards or rewards given will affect the discipline of employees. In line with this, discipline also has an influence on employee performance.

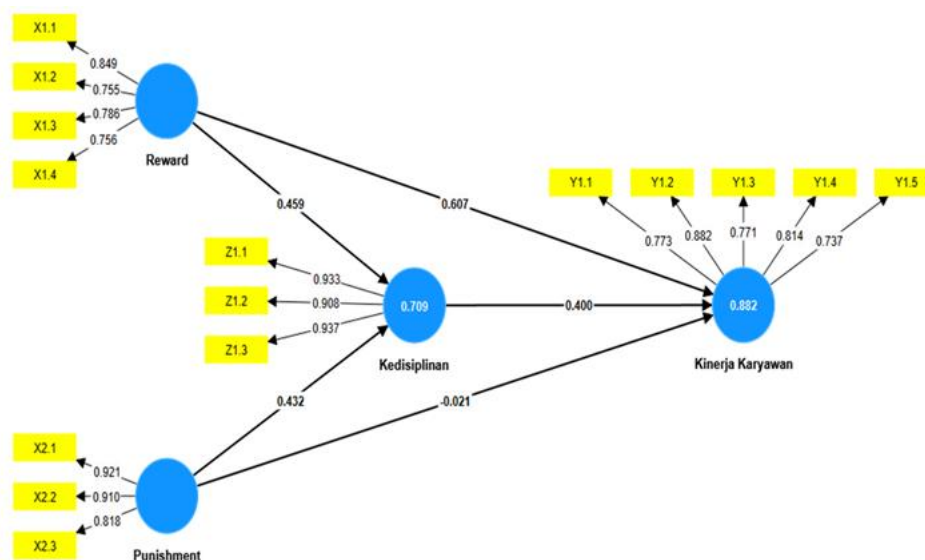
*The effect of punishment on employee performance through discipline*

According to research conducted by Sakinah & Palupi (2024) discipline can mediate punishment on employee performance. This is in line with research conducted by Dihan & Hidayat (2020).

**METHODS**

This type of research uses quantitative methods which consist of independent variables, namely reward and punishment, the dependent variable is employee performance and the intervening variable is discipline. The measurement scale used in this study to measure indicators on variables is carried out using a Likert Scale (1-5) which has five levels of answer preference (score 1-5). The population in this study were all employees of PT Mekar Sari Mulya. In this study, researchers used probability sampling techniques with a random sampling approach by distributing questionnaires online using google form. The data analysis technique used by researchers using the Partial Least Square (PLS) method with the help of SmartPLS software. The purpose of this Partial Least Square (PLS) method is to explain theoretically how variables affect each other.

**RESULT**



Source: processed data

**Figure 2**  
**Convergent Validity**

Based on the picture 2 above, it can be seen that the outer loading value of all indicators of reward, punishment, discipline, and employee performance is greater than 0.5 so that it is said that the variable is declared valid.

**Table 1**  
**Average Variance Extracted**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
Discipline	0.917	0.917	0.948	0.858
Employee Performance	0.855	0.865	0.897	0.635
Punishment	0.860	0.879	0.915	0.782
Reward	0.796	0.809	0.867	0.620

Source: processed data

Based on the results above, it can be seen that the AVE value of each variable is greater than 0.5 so that the discriminant validity of the variables is fulfilled.

**Table 2**  
**Variance Inflation Factor**

	VIF
X1.1	2.020
X1.2	1.919
X1.3	2.037
X1.4	1.739
X2.1	2.808
X2.2	2.658
X2.3	1.769
Y1.1	1.816
Y1.2	2.903
Y1.3	1.909
Y1.4	1.912
Y1.5	1.761
Z1.1	3.731
Z1.2	2.698
Z1.3	3.953

Source: processed data

Based on the results of the above calculations, it can be seen that the VIF value of all variable indicators is  $<5$ , so there is no collinearity between each variable indicator measured.

**Table 3**  
**Reliability**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
Discipline	0.917	0.917	0.948	0.858
Employee Performance	0.855	0.865	0.897	0.635
Punishment	0.860	0.879	0.915	0.782
Reward	0.796	0.809	0.867	0.620

Source: processed data

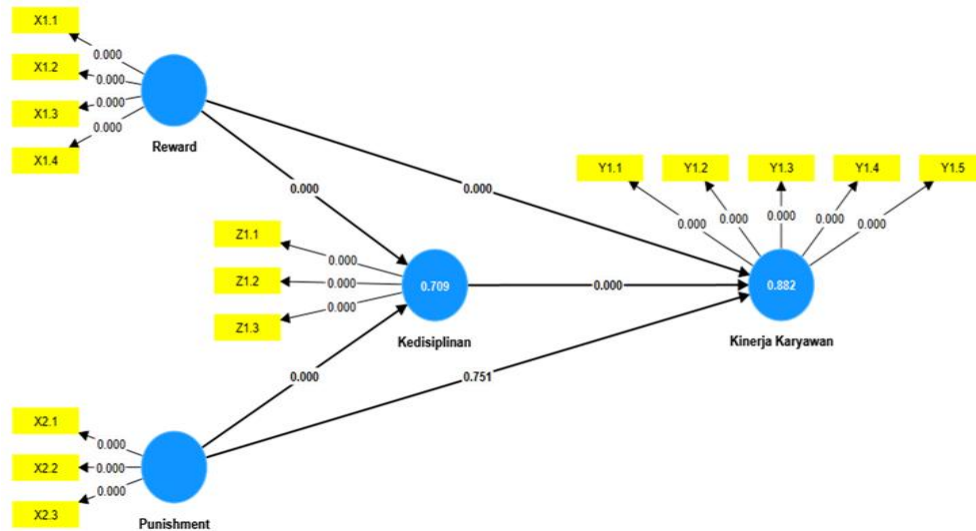
Based on the data above, it can be seen that the Cronbach's alpha, Composite reliability (rho\_a), and Composite reliability (rho\_c) values for each variable have met the requirements to be considered reliable.

**Table 4**  
**R-Square**

	R-square	R-square adjusted
Discipline	0.709	0.703
Employee Performance	0.882	0.878

Source: processed data

Based on the analysis results in Table 4 above, path 1 shows that the ability of reward and punishment variables to explain discipline is 70.9%. Furthermore, path 2 shows that the ability of reward and punishment variables to explain discipline is 88.2%.



Source: processed data

**Figure 3**  
**Hypothesis**

**Table 5**  
**Direct and Indirect Effect**

	Original sample (O)	Sample mean (M)	Standart deviation (STDEV)	T statistics (O/STDEV)	P values
Discipline → Employee Performance	0.400	0.396	0.080	4.994	0.000
Punishment → Discipline	0.432	0.440	0.111	3.899	0.000
Punishment → Employee Performance	-0.021	-0.019	0.067	0.318	0.751
Reward → Discipline	0.459	0.455	0.105	4.372	0.000
Reward → Employee Performance	0.607	0.609	0.064	9.426	0.000
Punishment → Discipline → Employee Performance	0.173	0.175	0.060	2.883	0.004
Reward → Discipline → Employee Performance	0.183	0.179	0.053	3.485	0.000

Source: processed data

*The Effect of Reward on Employee Performance*

Based on calculations using bootstrap, where the test results of the estimated reward coefficient on employee performance are 0.6 with a t value of 9.426 and a standard deviation of 0.064, the p value of  $0.000 < 0.05$  so that the reward has a direct and significant effect on employee performance. This is in line with research conducted by Sakinah & Palupi (2024); Ronting et al., (2023). This indicates that PT Mekar Sari Mulya has succeeded in providing rewards in accordance with employee expectations. Rewards that can be in the form of intrinsick such as employee welfare, career development or extrinsic such as allowances, bonuses, and incentives. So it can be concluded that providing appropriate rewards will affect employee performance. Employees tend to have high targets to get optimal rewards given by the company.

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

Based on calculations using bootstrap, where the test results of the estimated coefficient of punishment on employee performance are -0.02 with a t value of 0.318 and a standard deviation of 0.067, the p value is  $0.751 > 0.05$  so that punishment has no direct effect on employee performance. This is in line with research conducted by Ronting et al (2023) and Sakinah & Palupi (2024). This means that the existence of punishment does not affect how employee performance at PT Mekar Sari Mulya. Punishment at PT Mekar Sari Mulya is considered ineffective because there is no effective response and the punishment given does not have a serious or deterrent effect. Employees tend to underestimate the punishment given by the company also because of the lack of consistency in applying punishment.

#### *The Effect of Reward on Discipline*

Based on calculations using bootstrap, where the test results of the estimated reward coefficient on discipline are 0.4 with a t value of 4.372 and a standard deviation of 0.105, the p value of  $0.000 < 0.05$  so that the reward has a direct and significant effect on discipline. Giving rewards at PT Mekar Sari Mulya is not only based on productivity or sales. Discipline is also a factor that is taken into account in giving rewards. The importance of maintaining a level of discipline in carrying out tasks and providing rewards makes employees motivated to prioritize aspects of discipline in their work.

#### *The Effect of Punishment on Discipline*

Based on calculations using bootstrap, where the test results of the estimated coefficient of punishment on discipline are 0.4 with a t value of 3.899 and a standard deviation of 0.111, the p value of  $0.000 < 0.05$  so that punishment has a direct and significant effect on discipline. This is in line with research conducted by Sakinah & Palupi (2024). The punishment at PT Mekar Sari Mulya is clearly implemented so that it gives a signal to employees that violations committed will not be tolerated and will have serious consequences. This awareness of punishment encourages employees to pay more attention and comply with company regulations carefully, given the potential risks that could affect their careers and reputations. In this situation, employees choose to avoid violations and prioritize discipline at work.

#### *Direct Effect of Discipline on Employee Performance*

Based on calculations using bootstrap, where the test results of the estimated coefficient of discipline on employee performance are 0.4 with a t value of 4.994 and a standard deviation of 0.168, the p value of  $0.000 < 0.05$  so that discipline has a direct and significant effect on employee performance. These results are in line with research conducted by Sakinah & Palupi (2024); Olivia & Lestariningsih (2022). Discipline at work is very important for achieving the performance expected by every organization or company. Discipline helps create a healthy and orderly work environment. Employees at PT Mekar Sari Mulya comply with rules and procedures tend to have a more planned and efficient performance. They make better use of their time, carry out tasks correctly, and also have a high work ethic.

#### *The Effect of Reward on Employee Performance Through Discipline*

Based on calculations using bootstrap, where the test results of the estimated coefficient of discipline on employee performance are 0.1 with a t value of 3.485 and a standard deviation of 0.053, the p value of  $0.000 < 0.05$  so that discipline is able to mediate rewards on employee performance. This is in line with research conducted by Olivia & Lestariningsih (2022). Discipline is one of the factors in improving employee performance. When linked to rewards discipline functions as a mediating element that explains how rewards can affect performance. This happened at PT Mekar Sari Mulya. Rewards that are given when an employee is able to maintain a level of discipline at work can trigger an increase in the performance of the employee himself. In addition to rewarding employees who comply with the rules at work, PT Mekar Sari Mulya also benefits from increased employee performance that comes from employee compliance itself.

#### *The effect of punishment on employee performance through discipline*

Based on calculations using bootstrap, where the test results of the estimated coefficient of punishment on employee performance through discipline are 0.1 with a t value of 2.883 and a standard

deviation of 0.060, the p value of 0.004 <0.05 so that discipline is able to mediate punishment on employee performance. This is in line with research conducted by Sakinah & Palupi (2024). Punishment is often used by organizations to correct employee behavior that is not in accordance with work rules or standards. Work discipline has a significant role as a mediator in the influence of punishment on employee performance. The same thing happens at PT Mekar Sari Mulya, which assumes that discipline is the bridge that connects the punishment given by the company with employee performance. When the company applies punishment firmly and consistently, it will create an impetus for employees to improve discipline at work. Increased discipline at work certainly has an impact on employee performance. The more employees increase the level of discipline at work, the higher the performance of these employees.

## CONCLUSIONS

The results of this study reveal that: there is a positive and significant influence between the reward and work discipline variables on employee performance variables, but the punishment variable does not have a significant effect on employee performance variables at PT. Mekar Sari Mulya. There is a significant influence between the reward and punishment variables on work discipline variables at PT. Mekar Sari Mulya. This means that the work discipline variable can strengthen or weaken the influence of the reward and punishment variables on employee performance variables at PT. Mekar Sari Mulya

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