

The Impact of Rewards and Punishments on Employee Performance Through Work Motivation as an Intervening Variable

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ABSTRACT

This study uses work motivation as an intermediary variable to assess and examine the impact of rewards and penalties on worker performance in the specific context of PT. ABC. The methodology for this study is partial least squares structural equation modelling (PLS-SEM), and the data analysis is done using SmartPLS software—workers at various levels of the PT. ABC hierarchy comprises the 155 respondents in the study's sample. The results demonstrate a substantial relationship between production and worker motivation. It has also been found that punishment has a significant effect on employee motivation and performance. Additionally, there is a significant relationship between employee motivation and performance and the reward variable. However, the effect of discipline on motivation at work.

Keywords:

Motivation, performance, punishment, reward

ABSTRACT

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh penghargaan dan hukuman terhadap kinerja karyawan melalui motivasi kerja sebagai variabel intervening (studi pada di PT. MOA). Metodologi penelitian menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) dengan alat analisis SmartPLS. Populasi penelitian mencakup karyawan dari berbagai tingkatan di PT. MOA, dengan jumlah 155 responden. Hasil penelitian menunjukkan bahwa bahwa pengaruh kinerja karyawan terhadap motivasi kerja dinyatakan signifikan. Variabel hukuman terhadap kinerja karyawan dinyatakan signifikan. Variabel hukuman terhadap motivasi kerja dinyatakan signifikan. Variabel penghargaan terhadap kinerja karyawan dinyatakan signifikan. Variabel penghargaan terhadap motivasi kerja dinyatakan signifikan. Variabel hukuman terhadap motivasi kerja melalui kinerja karyawan dinyatakan tidak signifikan. Variabel penghargaan terhadap motivasi kerja melalui kinerja karyawan dinyatakan signifikan.

Kata Kunci:

Hukuman, kinerja, motivasi, penghargaan

INTRODUCTION

Representative inspiration and execution play a central part in the victory of an organization (Robbins & Coulter, 2021). The address of how organizations propel their workers and to what degree this inspiration influences person execution has been the center of consideration in different trade and mechanical settings. Rewards, counting acknowledgment, money-related motivations, and advancements are often considered the most effective devices for expanding worker inspiration (Robbins & Coulter, 2021). The investigation conducted by Latham and Pinder (2020) also emphasizes the significance of work execution awards in extending representative inspiration. Furthermore, discipline is another factor in human resource management that must be considered. Worker inspiration might be lowered, and performance might be negatively impacted by unsightly or unfair sanctions (Latham & Pinder, 2020). Directors must therefore determine how best to balance incentives and discipline in order to create an atmosphere that supports optimal performance.

Representative inspiration and execution are two imperative viewpoints in human asset administration. Employees that are motivated are more likely to be productive, dedicated, and fully support the achievement of company goals. On the other hand, moo inspiration can lead to destitute execution, tall truancy, and indeed tall worker turnover. Robbins and Coulter (2021) watched that rewards, counting acknowledgment, budgetary motivations, and advancements, are often considered the essential implies of spurring representatives. These rewards construct representative self-confidence, increment work fulfillment, and energize endeavors to realize organizational objectives. On the other hand, improper or unjustifiable sanctions can demotivate representatives (Latham & Pinder, 2020; Petak, T. A., & Mill operator, G. S. 2019). Excessive penalties can occasionally create a toxic work atmosphere and strain the bonds between managers and staff. In order to establish a work environment that stimulates optimal performance, directors must maintain the proper balance between rewards and disciplines (Robbins & Coulter, 2021; Latham & Pinder, 2020).

Human asset administration inquire about too highlights other viewpoints that influence worker inspiration and execution. For case, motivational speculations such as Frederick Herzberg's Cleanliness Hypothesis of Inspiration and Douglas McGregor's Hypothesis X and Hypothesis Y have given important data to get it the variables that impact representative inspiration and execution. According to Herzberg (2017) and McGregor (2006), external factors including corporate culture, working circumstances, and organizational environment also have a significant impact on how well representatives are inspired and carried out in expansion. Subsequently, supervisors ought to consider these components when planning worker execution administration and inspiration techniques.

Within the worldwide setting and advanced period, unused challenges are moreover developing. Changes in work strategies, adaptability and farther working are influencing the way organizations propel and oversee representative execution. Later human asset administration thinks

about have moreover tended to issues such as adaptable working, virtual collaboration and execution estimation in an ever-changing work environment (Keerstens, Chaappelow, & Lord, 2020).

Rewards or awards are one of the most factors that are a subject of talk about within the human asset administration writing. Rewards can take various forms, counting acknowledgment, monetary motivations, or advancements. Acknowledgment of representative accomplishments, in the form of cash or verbal prizes, is usually regarded as one of the most effective tools for motivating representatives.. Agreeing to inquire about by Robbins and Coulter (2021) within the book "Administration", recognizing work accomplishments can increment representative self-confidence and inspiration, in this manner making strides their execution. Experimental prove from different thinks about moreover bolsters the positive part of grants in expanding efficiency and work fulfillment. Observational prove supporting the positive part of grants in expanding productivity and work fulfillment is additionally accessible in different ponders.

For illustration, investigate conducted by McGregor, et all (2018) talks about the concept of "satiation rewards", where intemperate rewards can decrease the adequacy of inspiration. In this manner, it is critical for organizations to plan compensate programs that are adjusted and custom fitted to person execution, whereas still considering the mental needs of workers. How to propel workers? emphasizes the significance of inspiration, such as rewards, in affecting worker execution. He contends that wisely and appropriately distributed rewards can boost intrinsic motivation, It is intrinsic drive that comes from within the person and is usually long-lasting. This demonstrates that matching rewards to psychological needs might be a useful strategy for raising job happiness and productivity among employees.

In this manner, this asset gives a solid hypothetical premise and observational prove that underpins the positive part of rewards in propelling workers and making strides their execution, noticing that distinguishing Assurance and assignment of rewards must take under consideration person mental needs and keep up a adjust so that it ought to not be done. intemperate. There exists, conversely, a notable perspective that emphasizes the role of discipline in influencing employee behavior (Latham & Pinder, 2020). When workers disregard business policies or norms, they may be subject to disciplinary actions, reprimands, or other penalties. These actions are referred to as sanctions.

Many factors can affect an employee's performance, but in this study the researcher only focuses on the rewards and punishments received by employees as independent variables and employee motivation towards employee performance as an intervening variable. Research according to Ratri, *et al.* (2017) concluded that rewards and punishments have a positive and significant effect on employee performance. The results obtained from the study indicate that rewards and punishments can overcome employee motivation in working and create the sustainability of company operations.

In a few cases, discipline may be considered a vital device to preserve teach and ensure adherence to organizational strategies. This analysis will examine how worker motivation is influenced

by rewards and discipline as well as how representative inspiration influences their execution. This think about employments a case consider strategy at PT. ABC, a company with 155 representatives met from different foundations and levels. From the comes about of perceptions within the field, it shows that the rewards and disciplines connected are not optimal, usually appeared that there's still representative execution that's not ideal. Inspiration is given to workers to progress worker execution. This study looked at how incentives and penalties affected PT. ABC employees' motivation and how motivation functioned as a mediating component in the link between employee performance, rewards, and penalties. In light of the constantly changing business environment, an organization's ability to survive and thrive depends heavily on its human resource management practices. The success of the entire company is significantly impacted by the efficacy of human resource management, citing Robbins and Judge's (2019) research. Thus, This study's objective was to look into the effects of rewards and penalties on employee motivation in addition to the relationship between performance and motivation. Additionally, Deci and Ryan's (2020) study underlines the value of intrinsic drive.

This consider centers on work inspiration as a arbiter between rewards, disciplines, and worker execution, and is related with the comes about of inspiration hypothesis. In this setting, this study endeavors to present a case think about strategy at PT. ABC may be a company that reflects the differing qualities of foundations and levels of its representatives, in understanding with the subjective examination rules portrayed by Miles and Huberman (2019). The tall level of complexity within the usage of human asset administration, particularly compensate and discipline procedures, is way better caught on through Lawler's (2018) later inquire about.

By exploring these factors, this ponder points to supply a comprehensive understanding of how organizations can plan successful worker inspiration methodologies and move forward remunerate and discipline frameworks that meet organizational and person needs. This study aims to explore the intricate dynamics among rewards, disciplines, work motivation, and employee performance, thereby offering significant contributions to both theoretical and practical knowledge. It is anticipated that the findings from this research will enable organizations to optimize the potential of their human resources. This suggestion is exceptionally critical when companies create techniques to attain higher business objectives.

This approach sheds light on the nuanced aspects that could surface in the creation and administration of human resources, in addition to strengthening our understanding of how incentives and sanctions affect worker motivation. The findings of this research are very important for PT. ABC's management and those of similar companies as they attempt to improve employee motivation and streamline the company's policy on rewards and penalties. It is predicted that the knowledge gathered from this study will help firms reach more ambitious business objectives and make the most of their human resource capacity.

RESEARCH METHOD

Research design

This study uses a case study approach at PT. ABC along with a quantitative approach. An evaluation that is more structured and quantifiable of the effects of incentives, work inspiration, disciplines, and representational execution is made possible by the quantitative approach.

Population and sample

The populace of this consider as it were incorporates PT staff. ABC. The inspecting procedure utilized is purposive examining, which is chosen based on certain characteristics that are pertinent to this ponder. A add up to of 155 respondents from different foundations and levels within the company got to be the investigate test. Based on the computation, about 154.60 tests are needed. As a result, using a test with 155 respondents, this analysis is trustworthy when the test estimate is computed using the above equation.

In outline, this ponder centers on a populace that incorporates PT. ABC staff and the number of tests of 155 respondents was chosen employing a purposive examining method, in understanding with the calculation of the number of tests permitted concurring to the equation over. This allows the ponder to realize representation in analyzing the impact of rewards, disciplines, work inspiration and worker execution at PT. ABC.

Research instrument

Information were collected by conveying questionnaires that had been compiled based on the measurements within the think about, specifically Rewards, Disciplines, Work Inspiration, and Worker Execution. The survey has been tried for legitimacy and unwavering quality some time recently being utilized.

Sanctions **Table 1** provided a contemporary description of the elements. It is critical to realize that the complex relationships between tasks, disciplines, and rewards are examined and evaluated using PLS-SEM. A overview of the survey questions posed to participants about each characteristic is shown in **Table 1** may be used to describe disciplinary actions, warnings, or other sanctions given to staff members who disobey rules or company regulations.

Table 1 contains four fundamental factors: rewards, disciplines, work inspiration, and representative execution. Five questions are outlined for each variable to gauge the worker's perceptions and experiences from that angle. These inquiries have been painstakingly developed to target essential facets and provide detailed information regarding the impact of incentives and restrictions on representative inspiration and job execution. **Table 1** attempts to provide a visual representation of the survey structure used in this investigation and to set the stage for the subsequent PLS-SEM analysis.

Information examination was carried out utilizing Fractional Slightest Square (PLS). PLS is an additional research method that can be used to measure relationships between research variables and

test conceptual models (Hair *et al.*, 2017). Because PLS allows for complicated hypothesis testing with a reasonably small test, it is the best option. Within the information investigation, the variables analyzed were rewards (R), discipline (P), work inspiration (MK) and representative execution (KK) as clarified within the survey.

Table 1. Research Questions

No	Questions
Rewards	
1.	I am pleased with the reward system established within the organization
2.	I believe that this system motivates me to strive for greater accomplishments.
3.	The rewards I have obtained thus far align well with my professional achievements.
4.	The incentive structure in the company offers adequate motivation for me to enhance my performance.
5.	Furthermore, the reward system appropriately acknowledges my contributions to the organization.
Punishment	
1.	The disciplinary framework within the organization appears to be effective in addressing workplace infractions.
2.	The penalties enforced by the company serve as a significant factor in my adherence to established regulations.
3.	This disciplinary system offers an adequate deterrent against work-related violations.
4.	Furthermore, it ensures fairness and consistency in addressing each infraction. However,
5.	I perceive the punitive measures to be excessively severe, which influences my motivation to sustain my work performance
Work Motivation	
1.	I am inspired to exert significant effort in this organization.
2.	I believe that my tenure here offers substantial opportunities for career advancement.
3.	I find that my role within this company enables me to realize both my personal and professional aspirations.
4.	I feel acknowledged and valued for my contributions to this organization.
5.	I perceive that I hold crucial responsibilities within this company
Employee Performance	
1.	I believe that my job performance is exemplary.
2.	I believe that my accomplishments align with the objectives established by the organization.
3.	I believe that my contributions positively impact the company.
4.	I believe that I consistently complete my tasks effectively and punctually.
5.	I believe that I operate with efficiency and productivity within this organization

Source: Authors' work (2024)

Data processing

Beginning with testing the external demonstrate and in this ponder it was done by testing the external stacking or stacking calculate where the information on the stacking figure has been prepared utilizing the SMARTPLS program. Based on **Figure 1**. the inner model chart above can prove that the R-Square value obtained on the employee performance variable is 0.717. The results obtained earlier can show the percentage of employee performance obtained from the reward and punishment variables of 71.7%. Furthermore, the R-Square value obtained from work motivation is 0.65. The results of this value obtained can explain that the percentage of work motivation obtained from the employee performance, reward and punishment variables is 65%.

Table 2 shows the results of the convergent validity test. Of the 20 indicators, indicators KK4, MK2, MK3, P1, R4 and R5 are declared invalid, because their values are below 0.7. While other indicators are declared valid because their values above 0.7.

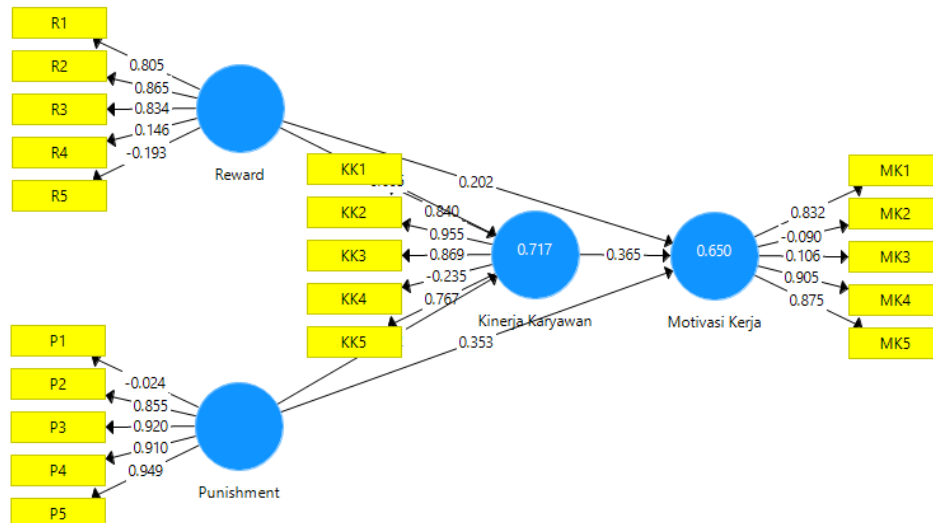


Figure 1 Inner Model
 Source: Authors' work (2024)

Table 2. Analysis Results

Variables	Employee Performance	Work Motivation	Punishment	Reward
KK1	0.840			
KK2	0.955			
KK3	0.869			
KK5	0.767			
MK1		0.832		
MK4		0.905		
MK5		0.875		
P2			0.855	
P3			0.920	
P4			0.910	
P5			0.949	
R1				0.805
R2				0.865
R3				0.834

Source: Authors' work (2024)

Next, a re-analysis was carried out to obtain results by modifying the initial model, and the results obtained can be seen in **Figure 2**. After going through the examination and alteration prepare, the upgraded halfway slightest squares basic condition show (PLS-SEM) with information legitimacy alterations is appeared in **Figure 2**. The parts that were not at first looked into have experienced numerous alterations to guarantee the completeness and legitimacy of the information utilized in this ponder. In creating this demonstrate, information approval steps, counting testing the unwavering quality and legitimacy of the estimation disobedient, were carried out agreeing to the strategies portrayed by Hair *et al.* The proposed rules have been actualized. (2019). The build legitimacy of the factors was re-measured utilizing existing strategies and was reliable with the system presented by Fornell and Larcker (1981). Alterations made at the starting of **Figure 2** included the evacuation of components that were conflicting with past discoveries. The result of this alter is more centered and reliable information, guaranteeing that the demonstrate precisely reflects the connections between the factors examined.

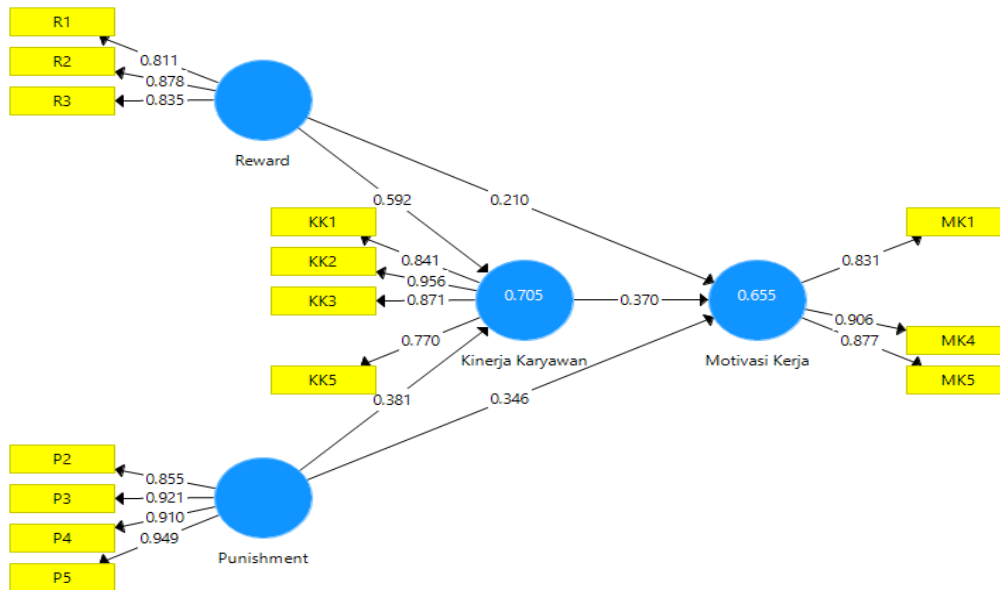


Figure 2. Final External Model after Modification

Source: Authors' work (2024)

Furthermore, a Reliability test was carried out, according to **Table 3**, it can be stated that the composite reliability value for each research variable is more than 0.6. So it can be concluded that all of the research variables have a high level of reliability or are called reliable.

Table 3. Reliability Test Results (Composite Reliability)

Variabel	Nilai Composite Reliability	Conclusion
Employee Performance	0.837	Reliable
Work Motivation	0.719	Reliable
Punishment	0.885	Reliable
Rewards	0.679	Reliable

Source: Authors' work (2024)

Table 4 results indicate that every variable has a Cronbach alpha value greater than 0.6. These findings demonstrate that every variable satisfies the cronbach alpha value standards, indicating the reliability of every variable.

Table 4. Reliability Test Results (Composite Reliability)

Variabel	Cronbach Alpha Value
Employee Performance	0.713
Work Motivation	0.612
Punishment	0.806
Rewards	0.679

Source: Authors' work (2024)

In this study, the another organize for the examination is to survey how much the endogenous build or variable Y can be clarified by the exogenous variable or variable X from the test comes about that have been tried. This can be done at the R-Square or R2 Test arrange. in the event that the R Square is getting closer to 1, at that point the show is getting way better. Ordinarily in case R Square > 0.5 the demonstrate is pronounced great.

Table 5. R-Square Value

Variabel	R-Square Value
Employee Performance	0.717
Work Motivation	0.650

Source: Authors' work (2024)

Path coefficient and hypothesis testing

Path coefficient and hypothesis testing are carried out based on the r-square output, parameter coefficients, and T-statistics acquired via the Inner Model test. By analyzing the significant value between constructs, T-statistics, and p-values, a hypothesis can be approved or denied. T-statistics > 1.65 and p-value 0.05 (5%) as the significance criterion and a positive and significant beta coefficient were the Rules of Thumb used in this investigation. The hypothesis test findings in Table 6.

Table 6. Path Coefficient Results

Variable	Original sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P Values
Employee performance -> work motivation	0.370	0.350	0.140	2.649	0.008
Punishment -> employee performance	0.381	0.375	0.078	4.882	0.000
Punishment -> work motivation	0.346	0.340	0.083	4.167	0.000
Reward-> employee performance	0.592	0.597	0.085	7.002	0.000
Reward -> work motivation	0.210	0.233	0.107	1.966	0.050
Punishment -> employee performance -> work motivation	0.141	0.141	0.075	1.886	0.060
Reward -> employee performance -> work motivation	0.219	0.200	0.068	3.206	0.001

Source: Authors' work (2024)

The explanation based on **Table 6** that the influence of employee performance on work motivation is stated as significant because the resulting p value is 0.008 <0.05 which means it has an effect on work motivation. The variable of punishment on employee performance is stated as significant at 0.000 <0.05 which means the application of punishment will affect employee performance. The variable of punishment on work motivation is stated as significant at 0.000 <0.05 which means the application of punishment will affect work motivation. The variable of reward on employee performance is stated as significant at 0.000 <0.05 which means the application of reward will affect employee performance. The variable of reward on work motivation is stated as significant at 0.050 <0.05 which means the application of reward will affect work motivation. The variable of punishment on work motivation through employee performance is stated as insignificant at 0.060 > 0.05 which means the application of punishment does not affect work motivation through employee performance. The variable of rewards on work motivation through employee performance is stated to be significant

at 0.001 <0.05, which means that the application of punishment has an effect on work motivation through employee performance.

RESULTS AND DISCUSSION

Some time recently beginning a point by point talk of these discoveries, it is imperative to get it the setting and scope of this consider. This think about was conducted to decide the impact of rewards and disciplines on work inspiration and worker execution at PT.ABC. Robbins and Judge (2019) expressed that work inspiration and representative execution are closely related and can be impacted by outside variables such as rewards and disciplines. A later ponder by Hair *et al.* (2021) found that PLS-SEM is an successful strategy for analyzing complex connections between factors within the setting of administration investigate.

The influence of employee performance on work motivation

The impact of incentives, sanctions, and work motivation on PT. ABC personnel will be initially investigated in this data study. Performance significantly positively influences work motivation, according to the analysis's findings, which have T statistic of 2.771 and P value of 0.006. According to research (Armansyah, 2020), high performance can be attained by an employee with the assistance of his superiors, and motivation has a major impact on employee performance. This finding lends credence to the study.

Work motivation refers to the internal and external forces that inspire an individual to exert their utmost effort and perform effectively in their role, ultimately contributing to the achievement of organizational objectives. It encompasses a range of strengths and energies, including dedication to tasks, intensity of effort, and resilience in the face of challenges. Motivated employees will give their best effort in completing the work given, so that their performance at work can increase. People who have high motivation at work will not feel any difficulty in doing their tasks. He will try his best to get good results. And will always try to develop themselves in work. Motivation can also encourage employees to be more involved in their work or company activities. This strengthens the opinion that employee performance can affect work motivation.

The effect of punishment on employee performance

The results of the study show that punishment has a significant effect on employee performance. Punishment is one way, action or step taken to direct behavior in general. Punishment is imposed as a sanction given to individuals for mistakes in order to foster and improve behavior. Punishment also affects employee performance. Employees will be careful in working, pay attention to discipline and accuracy in completing work so that mistakes do not occur. In addition, punishment can make employees improve their performance and make employees more responsible. Although it has good intentions, punishment is often viewed negatively by employees because it is coercive and detrimental to employees. The result is a decline in employee morale which causes a decline in company

performance. This study also supports research conducted by Dymastara and Onsardi (2020) and Pradnyani, *et al.* (2020) whose research results are that punishment has a significant positive effect on employee performance. However, this study rejects research conducted by Suak *et al.* (2017) which states that punishment does not have a positive and significant effect on employee performance.

The effect of punishment on work motivation

The analysis results indicate that punishment significantly influences work motivation, evidenced by a T statistic of approximately 3.954 and a P value around 0.000. This suggests that while sanctions and punitive measures in the workplace may be perceived negatively, they nonetheless play a role in shaping employees' motivation. It is crucial to recognize that the perceived severity of punishment can modulate its effect on motivation. Specifically, excessively harsh sanctions may not always enhance employee motivation effectively.

Furthermore, the findings provide a nuanced understanding of punishment's role in work motivation. Although literature often portrays punishment as a less effective motivational tool due to its potential adverse effects, this study demonstrates that punitive measures can indeed have a considerable impact on motivation, as demonstrated by the lower P value and higher T statistic. Punishment appears as a component that can affect employee motivation in an organizational setting. However, it is essential to consider that employees' perceptions of punishment significantly affect its outcomes. Sanctions perceived as overly severe or unjust may diminish their positive influence on motivation. This insight underscores the importance for organizational leaders to take into account employees' feelings and perceptions regarding punishment when formulating policies. Ultimately, while punishment can affect motivation, its effectiveness is contingent upon how employees perceive its fairness and severity. Fair and consistent application of punishment may encourage compliance with organizational standards, whereas perceptions of harshness can undermine its motivational potential.

The effect of rewards on employee performance

By giving rewards to employees that meet the company's expectations. When people are motivated, they are encouraged to work to achieve company goals. Motivated employees will take the right action. In essence, encouragement can encourage workers to make extra efforts to achieve their goals. This will increase employee work productivity which will affect the achievement of organizational goals. This motivation is by giving rewards to employees. According to Stevanus (2021), rewards are in the form of money from the business. Employees receive awards as a thank you for their efforts. If the company gives awards, it is expected to make employees continue to improve their performance. Suci's research (2020) shows that rewards can increase work motivation

The effect of rewards on work motivation

These comes about back the conclusions of the writing which emphasize the significance of the part of rewards in expanding representative inspiration (Ackerman, CE, 2021). Suitable rewards and acknowledgment for worker work endeavors can propel them to attain more. In past literature, awards

are frequently considered the most spark for workers. The comes about of this think about affirm this see by appearing that grants that are commensurate with an employee's career execution can make solid inspiration. Typically in line with the self-determination hypothesis-based inspiration hypothesis (Ackerman, C. E. 2021), which claims that fulfilling one's basic wants might increase one's intrinsic inspiration.

The effect of punishment, rewards on work motivation through employee performance

The study's findings provide important new understandings of the intricate relationships that exist between incentives, policies, employee motivation, and performance within an organizational framework. Within this framework, the research bolsters previous research emphasizing the critical role that incentives play in increasing worker motivation (Latham, G. P., & Pinder, C. C. (2020)). The results show that incentives that are commensurate with workers' career achievements significantly increase their motivation at work. This perspective is consistent with theories of psychological motivation, which postulate that rewarding and recognizing exceptional performance can significantly increase intrinsic motivation to achieve perfection. Additionally, this study looks at the function that work motivation plays as a mediator in the connection between employee performance, disciplinary actions, and awards (Handoko, 2018).

The results contribute to a deeper comprehension of the interrelations among these components. In formulating strategies to boost employee motivation, organizations should carefully balance rewards and disciplinary actions, acknowledging that employees' perceptions of these elements can affect their performance. This underscores the necessity for organizations to adopt a comprehensive approach to cultivate employee motivation. In extension, this question illustrates the relevance of evaluating worker discernments of discipline in the setup of job inspiration. Differences in how employees perceive the relationship between sanctions and creativity can shed further light on the factors influencing representational inspiration in completely different organizational contexts. This makes room for other studies that could deepen our knowledge of the relationship between employee inspiration and discipline-related recognitions. Additionally, this study examines the connection between incentives, rules, and representative performance.

The comes about of the examination suggest that rewards and disciplines have a beneficial effect on employee execution, with a substantial T-statistic (7.374 for rewards and 5.050 for disciplines). These results are consistent with the literature that highlights the importance of incentives and sanctions in advancing worker performance (Latham, G. P., & Pinder, C. C. (2020). Put differently, appropriate incentives and recognition for exemplary work can encourage them to operate more effectively and productively. Conversely, if punishments are applied fairly and firmly, they may serve as a deterrent for employees to respect corporate policies and maintain productivity.

The comes about of the investigation moreover appear that work inspiration plays an imperative arbiter part in connecting rewards, disciplines and worker execution. This implies that worker

inspiration may be a bridge between rewards, disciplines and their execution. These discoveries give knowledge into how these factors are interrelated, and work inspiration may be the key to understanding how rewards and disciplines influence worker execution. These comes about are reliable with previous studies appearing that work inspiration could be a key calculate in understanding how rewards and disciplines influence representative execution.

Human asset (HR) improvement is an imperative figure in organizational victory (Robbins & Coulter, 2021; Ansoff, H. *et al.*, 2019). An viable HR improvement methodology can have a noteworthy affect on representative efficiency (Armstrong, 2021), provide support to businesses so they can compete in increasingly dynamic and complicated marketplaces and improve their ability to adapt to ongoing change (Gupta, A. D., 2020). The study of human resource administration has a strong emphasis on the preparation and advancement necessary to increase employee productivity and performance. Contributing in worker aptitude advancement and upskilling has been appeared to extend representative maintenance (El Emary, et al, 2020) and move forward work fulfillment (Elliott, G., & Corey, D., 2018).

To assist get it the significance of human asset improvement, Noe (2017) emphasized that a comprehensive advancement program, counting preparing, abilities advancement, and coaching, can give long-term benefits to an organization. By enumerating a advancement plan that aligns with person needs and the organization's vital objectives, companies can guarantee that workers have the aptitudes and information essential to meet their needs. Work requests are progressively complex., (Latham, G. P., & Pinder, C. C. (2020)

Subsequently, the comes about of this think about give deeper insights into the flow of rewards, disciplines, work inspiration and worker execution in a shared trade environment. These discoveries give a solid premise for commerce choice making, permitting administration to plan more successful worker inspiration methodologies and center on components that can move forward execution, efficiency and accomplish more trade objectives. As the trade world advances, a more profound understanding of the relationship between these factors is fundamental to making a beneficial, proficient and propelling work environment for workers.

CONCLUSION AND RECOMMENDATION

The conclusion of this study is that the effect of employee performance on work motivation is stated to be significant. The variable of punishment on employee performance is stated to be significant. The variable of punishment on work motivation is stated to be significant. The variable of reward on employee performance is stated to be significant. The variable of reward on work motivation is stated to be significant. The variable of punishment on work motivation is stated to be significant. The variable of punishment on work motivation through employee performance is stated to be insignificant. The variable of reward on work motivation through employee performance is stated to be significant.

The findings suggest that company management needs to develop a well-rounded employee motivation strategy, take into account how employees perceive sanctions, and recognize the impact of workforce motivation. This study's limitations stem from the use of quantitative methods, which may not fully capture all intricate aspects of the variable relationship, and the restricted sample size of higher education institutions ABC. To further the research, it is advised to carry out more extensive studies with diverse samples and utilize qualitative methods to gain a deeper understanding of employee motivation dynamics within the organizational setting.

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