The Effect of *Reward* and *Punishment* on Employee Performance at PT Tunas Dwipa Matra Branch Raden Intan Bandar Lampung

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Abstract

This research aims to test and analyze the influence of Reward and Punishment on Employee Performance at PT. Tunas Dwipa Matra, Raden Intan Branch, Bandar Lampung. The population in this study was 110 employees of PT. Tunas Dwipa Matra, Raden Intan Branch, Bandar Lampung. The sample used in this research uses a non-probability sampling technique. The selected method is saturated sampling, which is a sampling method when all members of the population are used as samples. The results of this research indicate that the Reward variable partially has a positive and significant effect on Employee Performance at PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch, so the first hypothesis is accepted. The Punishment variable partially has a positive and significant effect on employee performance at PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch, so the second hypothesis is accepted. The results of this research also show that the Reward and Punishment variables together have a positive and significant effect on employee performance at PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch, this means that the third hypothesis is accepted. Meanwhile, based on the coefficient of determination (R^2) of 0.529 or 52.9%. This shows that 52.9% of the influence can be explained by the independent variables (Reward and Punishment) on the dependent variable (Employee Performance), while the remaining 47.1% is explained by other variables not tested in this research.

Keywords: Rewards; Punishment; Employee Performance.

INTRODUCTION

Human resources are one of the most valuable assets owned by an organization, because humans are the only resources that can move other resources (Harsoni, 2019). Thus, the element of human resources is a key factor that must be maintained by an organization in line with the demands that the organization always faces to answer every existing challenge. Therefore, efforts to maintain quality human resources are the main steps of the organization (Arianto, 2013).

PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung is one of the trading companies engaged in motorcycle trading, especially Honda branded motorcycles of various types. Since its inception until now, the company has concentrated on selling Honda motorcycles and Honda parts of various types. PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch has a total of 110 employees in 2023.

Table 1. The number of employees of PT. Tunas Dwipa Matra Raden Intan Branch Bandar Lampung in 2023

No.	Position	Number of Employees
1.	Director	1
2.	HRD (*Human Resource Development*)	1
3.	Cashier	6
4.	Operational Sales	30
5.	Sales Counter	35
6.	Spare Part Head	1

7.	Warehouse Head	1
8.	Head Mechanic	1
9.	Mechanic	15
10.	Driver	5
11.	PDI (*Pre Delivery Inspection*)	10
12.	Security	4
	Total	**110**

Source: PT. Tunas Dwipa Matra Raden Intan Branch Bandar Lampung, 2024.

Based on the table above, it can be seen that the number of employees at PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch has a total of 110 employees. This causes every employee to have results and performance that must be completed in each unit and its respective division.

Based on the results of surveys and interviews with several employees of PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch, problems were found that resulted in decreased performance where *the reward* and *punishment* factors had not gone well. In the issue of *rewards*, there are employees who are appreciated by the leadership for the best performance they have produced, but sometimes there are also employees who do not receive appreciation for what they give to the company. This is considered unfair by employees and causes jealousy among fellow employees. Another problem concerns punishment which has not been implemented effectively because there are still employees who violate the regulations that have been set by the company repeatedly, such as being late for work and still finding employees who are not disciplined to go to work.

The performance of employees greatly affects the success of a company. If employee performance is good, then the company's performance will increase. On the other hand, if employee performance is poor, it can cause a decline in company performance. The company's performance will not be optimal without employee performance support. The performance owned by the company is essentially a result of the work requirements that must be met by employees. Employee performance affects how much employees contribute to the organization (Mathis and Jackson, 2006).

Employee performance at PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch is still not good due to the declining achievement of unit sales targets in 2019-2023. Based on the results of the pre-survey conducted by the researcher, it is known that the sales data of PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch in 2019-2023 has experienced ups and downs due to several factors, which means that employee performance has problems or targets have not been achieved, such as data that can be seen on the sales data graph of PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch in 2019-2023 is as follows:
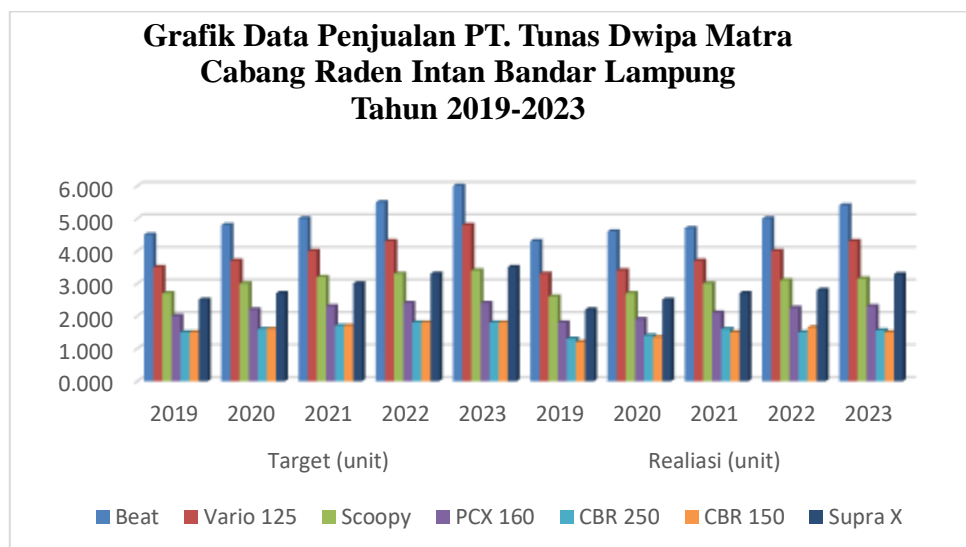

Grafik Data Penjualan PT. Tunas Dwipa Matra Cabang Raden Intan Bandar Lampung Tahun 2019-2023

Figure 1. Garfik Sales Data of PT. Tunas Dwipa Matra Raden Intan Branch Bandar Lampung in 2019-2023

Source: Sales Report Data PT. Tunas Dwipa Matra Raden Intan Branch Bandar Lampung, 2024.

Based on the image above, namely the results of the pre-survey conducted by the researcher, it is known that based on the sales data of PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch

in 2019-2023 has decreased (not according to the target), which means that employee performance has problems or targets have not been achieved. The realization of sales turnover over the past five years has never exceeded the target that has been set. This when explored further is the impact of the lack of *rewards* and *punishments* provided by the company. The existence of *rewards* orincentives to employees will affect employee morale at work. The provision of *rewards* aims to motivate employees to achieve high performance. Meanwhile, *punishment* is given to form a positive characteristic to prevent employees from acting that can harm the company and can improve employee performance (Ramadanita et al., 2021).

In addition, based on the observation of problems that occurred at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung There is no tolerance given to employees for *the punishment* given by the company as carried out by the management of PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch without being based on consideration, such as the delay of employees who are only a few minutes apart from the specified time resulting in the imposition of punishment. In another part, it was found that the performance of employees of PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch still needs to be improved, this can be found in employees whose work completion is not in accordance with the applicable targets and standards for work completion.

One of the factors that affects employee performance is *rewards.* According to Bintoro et al., (2017) *rewards* are rewards, gifts, awards or rewards that aim to make a person more active in their efforts to improve or improve the performance that has been achieved. *Reward* is a form of appreciation for a certain achievement given either by an individual or an institution. *Rewards* can be in the form of material or non-material, but still give pride to anyone who receives them (Fitri et al., 2013).

Based on the reward phenomenon obtained from antaranews.com it is known that there are two companies engaged in the mining industry in Southeast Sulawesi (Sulawesi) when commemorating International Labor Day (May Day) giving awards to hundreds of employees who are considered outstanding while working in the company. The two companies are PT Obsidian Stainless Steel (OSS) and PT Virtue Dragon Nickel Industry (VDNI) in Morosi District, Konawe Regency, South Sulawesi. The employees who received the award were 141 of the best employees of PT VDNI, 145 of the best employees of PT OSS. Then 10 outstanding management of PT VDNI, 78 outstanding management of PT OSS, 19 outstanding PT VDNI teams and 69 outstanding PT OSS teams. PT OSS and VDNI are one of the companies that are able to absorb labor in South Sulawesi and reduce the unemployment rate. According to Ali Haswandy, from 2018 to 2022 the total local workforce absorbed by the two companies reached approximately 20 thousand people.

Furthermore, based on previous research conducted by Aprilia et al., (2023) the reward phenomenon that occurred at PT. Panca Tunas Harapan is a problem that results in decreased employee performance caused by reward factors that do not go well such as *reward problems* that must reach the 100% target in order to get *the reward*, there are no other *rewards* that are obtained before getting 100% of the target given. The problem is in certain seasons that results in decreased turnover and other problems arise, namely covid 19 that occurred in Indonesia, especially in the Sorong area, which caused the sales turnover at this company not to reach the target given due to reduced working hours. If an employee is loyal or works beyond the working hours set by the company, even if it only reaches 90% of the target given, the company can reward the employee according to their achievements (Aprilia et al., 2023).

In addition to *the reward factor*, there are things that must be considered, namely sanctions or *punishment* (Mesra, 2020). In every job, a rule and law are needed that function as a control tool so that the performance of the organization can run well. If the rules and laws in a company do not work well, there will be conflicts of interest between individuals and between fellow company environments. Basically, the purpose of giving *punishment* is so that employees who violate feel deterred and will not repeat their mistakes and cause unpleasant feelings in someone so that someone does not do something evil (Miswandi, 2018). So the punishment carried out is to correct and evaluate so as not to repeat the mistake (Novita, et al., 2021).

Based on the phenomenon *punishment* obtained from detiknews.com it is known that the KPK has executed the punishment of the prison employee 7 days after receiving the verdict. Ssecretary general of the Corruption Eradication Commission (KPK) will immediately execute the verdictDewas KPKrelated to employee violations at the KPK Rutan. The punishment of a public apology will be executed within 7 days from the date the dewas decision is received. The Secretary General will also

form an inspection team consisting of elements of the Inspectorate, the Human Resources Bureau, the General Bureau, and the superiors of the employees who were examined, both to 78 employees who had been sentenced to ethical penalties, as well as 12 others who could not be sentenced to ethical penalties because*tempus*events before the formation of Dewas. The results of the examination will later decide the level of disciplinary sanctions for these employees. The results of the inspection will also be coordinated with the agencies from which the workers came from.

Furthermore, based on previous research conducted by Aprilia et al., (2023) the phenomenon of *punishment* that occurred at PT. Panca Tunas Harapan is for employees who are late to the office because before Telkomsel's partner in the Sorong area was held by PT. Panca Tunas Harapan, a partner of Telkomsel Sorong is held by PT. Telesindo Shop. PT. Telesindo Shop provides relief to employees who are late for various reasons as long as they finish their work that day and after the change of Telkomsel distributor at PT. Panca Tunas Harapan for employees who are late that day at 08.01 onwards, there is a salary cut without any reason. Supposedly, the deduction can be seen from the reason why employees come to the office late and how many minutes late the employee comes to the office because many employees are still surprised by the regulations made by PT. Panca Tunas Harapan. In addition, there are types and causes of *punishment* imposed on employees, including: (1) Light punishment, such as the First Warning Letter. This punishment is given if the employee is not disciplined during working time. (2) Moderate punishment, such as the Second Warning Letter. This punishment is given to employees who do not reach the target set by the company within a period of 3 months. (3) Severe punishment, such as the Third Warning Letter. This punishment is given if in the following month the employee does not get a change, the company provides a policy to dismiss the employee (Ihsan, 2019).

This research has been researched a lot, one of which is in a study (Sofiati, 2021) on the Effect of *Reward* and *Punishment* on Employee Performance. Based on the findings of the study, it is known that *rewards and punishments* together have a positive and significant effect on employee performance. Furthermore, the results of previous research that analyzed *the* influence of rewards on employee performance, shown in a study conducted by Febrianti (2014) stated that *rewards* have a positive and significant effect on employee performance. However, the study is not in line with the research conducted by Suak et al., (2017) which stated that *rewards* have an insignificant positive effect on employee performance. The results of previous research that analyzed the effect *of punishment* on employee performance were shown in a study conducted by Irawanti (2016) which stated that *punishment* had a positive and significant effect on employee performance. However, the study is not in line with the research conducted by Purnama, (2015) which states that *punishment* has a positive effect on employee performance is not significant.

The formulation of the problem in this study is whether *Rewards* affect Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung, does Punishment affect Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung, as well as whether *Reward* and *Punishment* together affect Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung.

The purpose of this study is to test and analyze the effect of *Reward* on Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung, to test and analyze the effect of *Punishment* on Employee Performance at PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch, as well as to test and analyze the effect of *Reward* and *Punishment* together on Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung.

METHOD

This study uses a type of quantitative research with a descriptive analysis method. Quantitative research is used to research a specific population or sample, using research tools in the form of data collection and analyzing statistical data to test predetermined hypotheses. The independent variables (X) in this study are in the form of *Reward* and *Punishment* and the dependent variable (Y) used is in the form of Employee Performance.

The population to be studied in this study is employees who work at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung. The determination of the number of samples in this study was carried out by *non-probability sampling*. The *non-probability sampling* technique chosen is *Saturated Sampling*, which is a method of drawing samples when all members of the population are used as

samples. In this study, the sample taken was all employees of PT. Tunas Dwipa Matra Raden Intan Branch Bandar Lampung totaling 110 people.

The data collection technique in this study uses a questionnaire. The measurement of variables in this study uses the Likert scale. This study uses validity and reliability tests. The data analysis used was multiple linear regression analysis. As well as hypothesis testing in the form of T Test (Partial Test), F Test (Simultaneous Test) and R^2 (Determination Coefficient Test). This study processed and analyzed research data using the IBM SPSS application program version 26.

RESULTS AND DISCUSSION
Validity Test Results

Table 2. Validity Test Results

Variable	Dimension	Items	R Count	R table	Significant	Information
Reward (X1)	Salary and Bonus	X1.1	0,396	0,187	0,000	Valid
		X1.2	0,403	0,187	0,000	Valid
	Welfare	X1.3	0,515	0,187	0,000	Valid
		X1.4	0,473	0,187	0,000	Valid
	Career Development	X1.5	0,374	0,187	0,000	Valid
		X1.6	0,416	0,187	0,000	Valid
	Psychological and Social Rewards	X1.7	0,461	0,187	0,000	Valid
		X1.8	0,592	0,187	0,000	Valid
Punishment (x2)	Light Punishment	X2.1	0,482	0,187	0,000	Valid
		X2.2	0,395	0,187	0,000	Valid
	Moderate Punishment	X2.3	0,588	0,187	0,000	Valid
		X2.4	0,561	0,187	0,000	Valid
	Severe Punishment	X2.5	0,368	0,187	0,000	Valid
		X2.6	0,527	0,187	0,000	Valid
Employee Performance (Y)	Quality of Work	Y.1	0,453	0,187	0,000	Valid
		Y.2	0,485	0,187	0,000	Valid
	Quantity	Y.3	0,383	0,187	0,000	Valid
		Y.4	0,399	0,187	0,000	Valid
	Timeliness	Y.5	0,343	0,187	0,000	Valid
		Y.6	0,493	0,187	0,000	Valid
	Effectiveness	Y.7	0,479	0,187	0,000	Valid
		Y.8	0,435	0,187	0,000	Valid
	Independence	Y.9	0,367	0,187	0,000	Valid
		Y.10	0,485	0,187	0,000	Valid

Source: SPSS data processing results, 2024.

Based on the table above, it shows that Testing the validity of the research instrument/questionnaire with each R statement$_{count}$ > R$_{table}$, so that the statement on the whole variable *Reward, Punishment* and Employee Performance is declared valid as a measurement tool.

Reliability Test Results

Table 3. Reliability Test Results of X and Y Variables

Variable	Cronbach Alpha *Values*	Information
Reward	0,656	Reliable
Punishment	0,665	Reliable
Employee Performance	0,726	Reliable

Source: SPSS data processing results, 2024.

Based on the table above, it can be seen that all values of each variable have a *Cronbach Alpha* value > 0.60. Based on these results, it can be concluded that the questionnaire on each variable (*Reward* and *Punishment*) and variable (Employee Performance) is declared reliable as a measuring tool.

Results of Statistical Descriptive Analysis

Table 4. Results of the Statistical Description Analysis Test

Variable	N	Minimum	Maximum	Mean	Std. Deviation

Reward_X1	110	24	40	34,45	2,329
Punishment_X2	110	18	30	25,43	1,984
Karyawan_Y Performance	110	30	50	43,12	2,866

Source: SPSS data processing results, 2024.

Based on the table above, it shows that the number of samples (N) in this study is 110 data samples. Based on the results of the analysis of the description above, it can be seen that the value *of the Reward* variable (X1) is a minimum value of 0.24 or 24%, a maximum value of 0.40 or 40% with a *mean* value of 34.45 and a standard deviation value of 2.329 which means that the *mean value* is greater than the standard deviation value so that the data deviation is low, so the distribution of the value is even.

Multiple Linear Regression Analysis Results

Table 5. Multiple Linear Regression Analysis Test Results

Coefficientsa

	Type	Unstandardized Coefficients		Standardized Coefficients
		B	**Std. Error**	**Beta**
1	(Constant)	10,995	2,946	
	Reward_X1	0,439	0,101	0,357
	Punishment_X2	0,668	0,118	0,463

Source: SPSS data processing results, 2024.

Based on the table above, it is the result of multiple linear regression calculations using the SPSS program. The results of the regression equation are obtained as follows:

$$Y = 10.995 + 0.439\ X1 + 0.668\ X2 + e$$

1. Constant = 10.995

   The constant value shows that if the independent variables (*Reward* and *Punishment*) are assumed to have a value of zero, then the dependent variable (Employee Performance) is valued at 10.995.

2. $b_1 = 0.439$

   The value of the Reward variable coefficient (X1) is 0.439. This shows that the *Reward variable* has a positive and significant effect which can be interpreted that every increase of 1 unit of *the Reward* variable, it will increase the Employee Performance variable by 0.439.

3. $b_2 = 0.668$

   The value of the variable *coefficient of Punishment* (X2) is 0.668. This shows that the *Punishment* variable has a positive and significant effect which can be interpreted that every increase of 1 unit *of the Punishment* variable, it will increase the Employee Performance variable by 0.668.

Partial Test Results (T-Test)

Table 6. Partial Test Results (T-Test)

Coefficients

Type	T	Sig.	Information
(Constant)	3,733	0,000	
Reward_X1	4,362	0,000	Positive and Significant
Punishment_X2	5,653	0,000	Positive and Significant

Source: SPSS data processing results, 2024.

Based on the table above, the hypothesis test in this study was carried out at a significance level of 0.05, while the ttable value can be calculated on the t-test table with the formula df = n-k or df = 110 - 4 = 106, so that the ttable is obtained at 1.65936. To find out the magnitude of the influence of each independent variable partially on the dependent variable is as follows:

1. H1: Test the *Reward* hypothesis (X1) on Employee Performance (Y) based on the calculation results obtained from 4.362 > table 1.65936 with a significant level of 0.05, which is 0.000 < 0.05. This means that the *Reward* variable partially has a positive and significant effect on Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung. The hypothesis that

Rewards have a positive and significant effect on Employee Performance is proven and the first hypothesis is acceptable.

2. H2: Test the Punishment (X2) hypothesis on Employee Performance (Y) based on the calculation results obtained from 5.653 > table 1.65936 with a significant level of 0.05, which is 0.000 < 0.05. This means that the *Punishment* variable partially has a positive and significant effect on Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung. The hypothesis that *Punishment* has a positive and significant effect on Employee Performance is proven and the second hypothesis is acceptable.

Simultaneous Test Results (Test F)

Table 7. Simultaneous Test Results (Test F)

ANOVAa

	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	481,793	2	240,897	62,310	,000B
	Residual	413,670	107	3,866		
	Total	895,464	109			

Source: SPSS data processing results, 2024.

Based on the table above, which shows that the F test can be carried out by comparing Fcal with the value of Ftable at a significance level of 0.05. The value of Fcal is 62.310 and Ftabel with df = k-1 (df1 = 4-1 = 3), then the numerator degree is 3 and df2 = n-k (df2 = 110 - 4 = 106) for the denominator degree, then Ftable of 2.69 means Fcal > Ftabel which is 62.310 > 2.69. The significance value is 0.000 < 0.05, then Ho is rejected and Ha is accepted. In the results of the F test, it can be concluded that the Third Hypothesis (H3) is accepted, namely *the Reward* and *Punishment* variables together have an influence on Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung. The hypothesis that Reward and *Punishment* together have a positive and significant effect on Employee Performance is proven and the third hypothesis is acceptable.

Results of Determination Coefficient Analysis

Table 8. Determination Coefficient Test Results

Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,734a	,538	,529	1,966

a. Predictors: (Constant), Total_X2, Total_X1

Source: SPSS data processing results, 2024.

Based on Table 8, the determination coefficient shows the *Adjusted R Square* figure with a value of 0.529. This shows that 52.9% of the influence that can be explained by the independent variable (*Reward* and *Punishment*) on the bound variable (Employee Performance), while the remaining 47.1% is explained by other variables that were not tested in this study. Other variables that were not tested in this study were variables such as leadership style variables, work environment, work stress, work motivation, work discipline, communication, competence, workload, work commitment and others.

Discussion

The Effect *of Rewards* on Employee Performance

Based on the results of the research that has been carried out, *the Reward* variable that is partially tested produces a tcal value of 4.362 > ttable 1.65936 and a significance level of 0.000 < 0.05 is obtained. Based on these results, it can be concluded that the *Reward* variable (X1) has a positive and significant effect on Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung. The hypothesis that Rewards have a positive and significant effect on Employee Performance is proven and the first hypothesis is acceptable. Thus, it is known that *the reward variable* has a significant effect in a positive direction on the employee performance variable. The higher the *reward*, the higher the employee's performance. This is in line with the theory expressed by Paramarta (2016) that rewarding is one of the implementations of human resource functions as a form of positive company

attention to provide a fair spirit, as well as a form of company participation to motivate and encourage, so that employees are able to provide the best results for the company (Pratama et al., 2022).

From the explanation above, it is known that *rewards* have a significant influence on employee performance and this is in accordance with the opinion expressed by Oemar (2007) in Mangkunegara (Mangkunegara, Corporate Human Resource Management, 2009) that *rewards* are rewards that the company gives to employees for the performance that has been given. This means that the *reward* given by the company to employees is a form of company appreciation to employees for the dedication or performance that has been given (Rismawan et al., 2018).

In general, the provision *of rewards* to employees aims to improve employee performance so that the company's goals can be achieved, in addition to the existence of *rewards*, employees feel that the contributions given are appreciated so that employee performance is increasingly increased (Rismawan et al., 2018). It can be said that employee performance is influenced by rewards both from salaries, allowances, bonuses, interpersonal awards in the form of praise, promotions, achievements in the form of satisfaction and pride, as well as from autonomy. According to Mansyur (2014) stated that *Rewards* have a significant effect on employee performance. The results of this study support research conducted by Lamin (2021), Pramesti et al., (2019), Husin et al., (2019), Ruben et al., (2019), Suparmi et al., (2019), and Wirawan et al., (2018) which states that *rewards* have a positive and significant effect on employee performance.

The Effect *of Punishment* on Employee Performance

Based on the results of the research that has been carried out, *the Punishment* variable that is partially tested produces a tcount value of 5.653 > ttable 1.65936 and a significance level of 0.000 < 0.05 is obtained. Based on these results, it can be concluded that the *Punishment* variable (X2) has a positive and significant effect on Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung. The hypothesis that *Punishment* has a positive and significant effect on Employee Performance is proven and the second hypothesis is acceptable.

From the explanation above*, punishment* has a significant influence on employee performance in accordance with the opinion expressed by Mangkunegara (Mangkunegara, Human Resource Management, 2000) that *punishment* is a threat of punishment that aims to improve violating employees, maintain applicable regulations and provide lessons to violators. These lessons can later change the attitude of employees who are not good for the better so that it has an impact on more profitable and professional performance. In general, the punishment of employees aims to improve employee performance so that the company's goals can be achieved, in addition to that with *punishment* employees will feel more responsible for the work charged to them so that they will spur their performance to be better (Rismawan et al., 2018).

It can be said that employee performance is influenced by punishment in the form of light, medium and severe punishments. According to Mansyur (Mansyur, 2014) states that *punishment* has a significant effect on employee performance. This research is in line with research conducted by Lamin (2021), Pramesti et al., (2019), Ruben et al., (2019), Suparmi et al., (2019), and Wirawan et al., (2018) which stated that *punishment* has a positive and significant effect on employee performance.

The Effect of *Rewards* and *Punishments* on Employee Performance

Based on the results of the F test that has been carried out, the value of Fcal 62.310 is greater than the Ftable, which is 2.69 with a significant value of 0.000 < 0.05, then Ho is rejected and Ha is accepted. In the results of the F test, it can be concluded that the Third Hypothesis (H3) is accepted, namely *the Reward* and *Punishment* variables together have a positive and significant influence on Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung. From the results of this test, it is statistically proven that *Reward* and *Punishment* have a positive effect on employee performance. This means that *rewards* and *punishments* can affect the performance of PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung. The results of the research conducted showed that respondents gave a good perception with the reward and *punishment* system implemented by the company. This phenomenon can occur because when PT. Tunas Dwipa Matra Raden Intan Bandar Lampung Branch provides a fair *reward* system supported by the provision of *a punishment* system, thus encouraging employees to compete to improve their performance (Pratama et al., 2022).

This is in line with research conducted by Wibowo (2007, in Lamin 2021) revealing that the implementation of *rewards* and *punishments* has the goal of attracting capable people to join the organization, keeping employees from coming to work, and motivating employees to achieve performance. The results of this study support research conducted by Lamin (2021), Arsyad (2020), Amri (2019), and Pramesti et al., (2019) which show that *reward* and *punishment* have a combined effect on employee performance.

The findings of this study, together the *reward* and *punishment* factors affect employee performance. The results of this study are in line with previous research, namely in accordance with Gunanto et al., (2018) and Indriyani et al., (2020) which stated that the results of this study are the results of research that *rewards* and *punishments* have an influence on employee performance.

CONCLUSION

Based on the results of the analysis and discussion of data that has been carried out regarding the influence of *Reward* and *Punishment* on Employee Performance at PT. Tunas Dwipa Matra Raden Intan Branch Bandar Lampung, it can be concluded that:

1. *Rewards* partially have a positive and significant effect on Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung, so that the first hypothesis was accepted.
2. *Punishment* partially has a positive and significant effect on Employee Performance at PT. Tunas Dwipa Matra Raden Intan Branch Bandar Lampung, so that the second hypothesis was accepted.
3. *Reward* and *Punishment* simultaneously have a positive and significant effect on Employee Performance at PT. Tunas Dwipa Matra Branch Raden Intan Bandar Lampung. This means that the third hypothesis is accepted.

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