

INFLUENCE POLICY REWARD
and PUNISHMENT OF
MOTIVATION WORK IN
IMPROVING THE
PERFORMANCE OF EMPLOYEES
AT THE HEAD OFFICE PT.
REGIONAL DEVELOPMENT
BANK OF PAPUA

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INFLUENCE POLICY REWARD and PUNISHMENT OF MOTIVATION WORK IN IMPROVING THE PERFORMANCE OF EMPLOYEES AT THE HEAD OFFICE PT. REGIONAL DEVELOPMENT BANK OF PAPUA

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ABSTRACT

Competition banking institutions and non-banking increasingly stringent makes the competition more sharply so that each institution is required to choose a strategy to improve employee performance. Leadership and good management should be analyzed in advance about the employee's needs, and what you can improve the discipline and motivation of work. Therefore, reward and punishment must be effective, because it can stimulate discipline and employee motivation. Expectations for professionalism and good performance of an employee can not be separated from how a company is able to manage and pay tribute to the employees of their own. Because the quality of human resources is an overview of the treatment given ³ the employees of a company, either directly or indirectly have an influence on the bank of travel in order to improve the company's performance towards the better. Reward and Punishment are two words that are opposite each ² her but, those two things are interrelated and very important in promoting, enhancing and motivating employee performance, because it is through reward and punishment will be more qualified employees and is responsible for the task

PT. Bank Pembangunan Daerah Papua is one of the enterprises engaged in banking services, so that the ministry demanded in a service excellent and effective performance of the employees. The facts are found in the early observation that at least has shown there is a difference between theoretical views on the system of reward and punishment on employees with the fact the field, because the tentative assumption that can be drawn is a system of reward and punishment on employees, is expected to provide equal opportunities in success companies, as well as mistakes in the implementation of reward and ³ punishment system to the less successful companies. The purpose of this research to study and determine the effect of reward and punishment on work motivation and its impact on the performance of employees at the headquarters of PT. Bank Pembangunan Daerah Papua.

Research hypothesis testing is done by using path analysis model (path analysis) and data processing using SPSS 11.5. Path analysis is a basic model used to analyze the path in estimating the strength of the relationships depicted in the causal path models. Path analysis is used because ⁶ allegedly contained a correlational relationship between independent variables, so that there is a direct and indirect effect on the dependent variable

Reward influence on the working motivation of 0.295 with Sig 0.000 (significant). Punishment influence on work motivation at 0.196. By Sig 0.000 (significant). Reward influence

the Employee Performance of 0.098 with Sig 0.165 (not significant, > 0.05). Punishment influence on employee performance amounted to 0.204 with Sig 0.003 (significant). Influence of Work Motivation on Employee Performance at 0.137 with Sig 0.057 (significant). Effect of Reward and Employee Performance through work motivation for The influence is not direct / indirect effects, $X1 \text{ to } Y2 \text{ over } Y1 = pY1X1 \times PY2Y1 = 0.295 \times 0.137 = 0.040$. Thus the total effect = $pY2X1 + IE = 0.098 + 0.040 = 0.138$. Effect of Punishment and Performance Work motivation of employees through the influence of indirect / indirect effect via the $X2 \text{ to } Y2 \text{ } Y1 = pY1X2 \times pY2Y1 = 0.196 \times 0.137 = 0.026$ thus the total effect: $p Y2 X2 + IE = 0.204 + 0.026 = 0.230$. Effect of Reward and Punishment of the Work Motivation jointly F count: 18.089 with Sig 0.000 (significant). Effect of Reward, Punishment and work motivation on employee performance together F count: Sig 7.711 to 0.000 (significant) Relationships Reward and Punishment on work motivation together amounted to R: 0.386 or 38.6% and the coefficient of determination (R Square) = 0.149 or 14.9% means the remaining 46.5% is explained variables besides Reward and Punishment. Relationships Reward and Punishment on employee performance together amounted to R: 0.318, or 31.8% and the coefficient of determination (R Square) = 0.101 or 10.1% means the remaining 58.1% is explained variables besides Reward and Punishment.

keywords: reward, punishment, motivation, work performance

1. INTRODUCTION

A good leader must first analyze the needs of employees, and what can increase discipline and motivation at work. Therefore, rewards and punishments must be effective, because they can stimulate employee discipline and work motivation. Through awards, employees feel that they get attention, guidance, appreciation from their superiors, so that employees automatically try to give their best to the company where they work (Reksohadiprojo in Yogi, 2001).

Observations at the Head Office of PT. The Papua Regional Development Bank shows that compensation for employees is calculated annually based on KPI (Key Performance Indicators), according to their rank and class and provides penalties for those who violate the rules (Fraud). However, in reality there are still employees who are disciplined and have low work motivation within the Company so that the company's success is less effective or not optimal and still needs to be improved. PT. The Papua Regional Development Bank is one of the BUMD companies that is engaged in banking services, so that it is demanded in its services to provide excellent service and effective performance from employees. The reward and punishment system for employees varies.

Reward and Punishment are very important in motivating employee performance, because through reward and punishment employees will become more qualified and responsible for the tasks given. Reward and punishment are two contradictory words, however, the two things are interrelated, both of which encourage employees to improve the quality of work. Reward and punishment are closely related to the provision of employee motivation. Competition for banking and non-banking institutions is getting tougher day by day making the competition sharper so that each institution is required to have a strategy in improving employee performance, one of which is at the Head Office of PT. Papua Regional Development Bank.

The facts found in these initial observations have at least shown a difference between the theoretical view of the reward and punishment system for employees and the reality on the ground, therefore the temporary assumption that can be drawn is the reward and punishment system for employees, perhaps the same opportunity in the company's success, as well as mistakes in applying the reward and punishment system to the company's lack of success

2 LITERATURE REVIEW

Reward is a form of appreciation for efforts to obtain professional workers in accordance with the demands of the position, a balanced coaching is needed, namely an effort to plan, organize, use, and maintain manpower in order to be able to carry out tasks effectively and efficiently. As a real step in the results of the coaching, there is a reward for employees who have shown good work performance (Handoyo, 2005).

According to Davis et al (in Mangkunegara, 2000), rewards in companies are often in the form of gifts in the form of certificates and some money from the company for employees who have achievements. There are also companies that give rewards to employees because their years of service and service can be used as role models for other employees. Giving rewards for the period of service of employees aims to motivate the passion and loyalty of the company. The award is an effort by the company to provide remuneration for the work of employees, so that it can encourage employees to work harder and have potential. Employees need a reward when their work has met or even exceeded the standards set by the company. This reward can be in the form of praise, not only employees who make mistakes get curses from the leadership. Employees work has a purpose, among others, to earn income so that their needs and desires can be realized.

According to Nawawi (2005:319), "reward is an effort to foster a feeling of being accepted (recognized) in the work environment, which touches aspects of compensation and aspects of the relationship between workers with one another". Managers evaluate individual performance results both formally and informally according to Matteson in Koencoro (2013: 2) rewards are divided into two types, namely extrinsic rewards and intrinsic rewards. Extrinsic rewards are rewards that come from

outside the person. Extrinsic rewards consist of financial rewards, namely salary, allowances, bonuses/incentives and non-financial rewards, namely interpersonal awards and promotions.

Intrinsic rewards are self-regulated rewards consisting of completion, achievement, and autonomy.

According to Mangkunegara (2000:130) "punishment is a threat of punishment that aims to improve the performance of violators of employees, maintain applicable regulations and provide lessons to violators". According to Ivancevich, Konopaske and Matteson in Gania (2006:226) "punishment is defined as the act of presenting unpleasant or unwanted consequences as a result of performing certain behaviors".

Punishment is negative reinforcement, but it is necessary in the company. The punishment that is meant here is not like imprisonment or cutting off hands, but punishment that is educational. In

addition, punishment is also a regressive educational tool, meaning that punishment is used as a tool to awaken employees to the right things. Abu Ahmadi and Nur Uhbiyati (1991: 150) who argue that. Punishment is an act of deliberately inflicting sorrow on others, both in terms of physical and spiritual others who have weaknesses than ourselves and therefore we have the responsibility to guide and protect them.

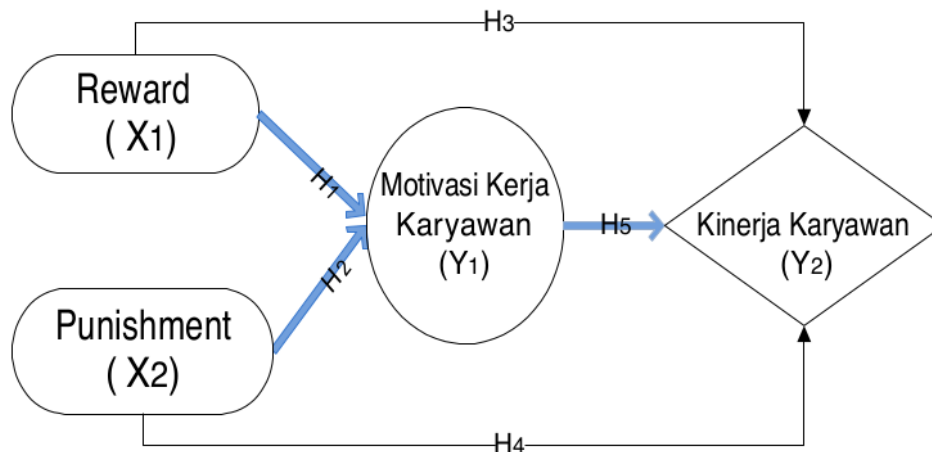
Motivation according to Purwanto in Pahlevi (2012:45) is "a conscious effort to influence a person's behavior so that he is moved to act to do something that achieves certain results or goals". Work motivation according to Hasibuan (2003: 97) has several goals including encouraging employee passion and morale, increasing employee morale and job satisfaction, increasing employee work productivity, maintaining loyalty and stability of company employees, increasing discipline and reducing employee absenteeism, streamlining employee procurement, creating a good working atmosphere and relationship, increasing creativity and employee participation, increasing the level of employee welfare, enhancing the employee's sense of responsibility towards their duties and increasing the efficiency of the use of tools and raw materials.

3. ANALYSIS

3.1. Conceptual Framework

Figure 3.1
Conceptual Framework

Model hipotesis yang digunakan dalam penelitian dapat dilihat pada Gambar 1.



3.2 Hypothesis

the hypothesis is as follows:

H1: It is suspected that there is a significant effect of Reward (X1) on Motivation Employee work (Y1)

H2: It is suspected that there is a significant effect of Punishment (X2) on Employee Work Motivation (Y1)

H3: It is suspected that there is a significant effect of Reward (X1) on Performance Employee (Y2)

H4: It is suspected that there is a significant effect of Punishment (X2) on Performance Employee (Y2)

H5: It is suspected that there is a significant effect of Employee Work Motivation (Y1) on Employee Performance (Y2)

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Judul karya ilmiah(paper) : **Influence of Reward Policy and Punishment on Work Motivation and Employee Performance in The head Office of PT.Regional Development Bank of Papua**

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Makassar, 12 Februari 2021

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