

# Effect of Reward, Punishment, and the Working Environment to Employee Performance On the Education Office Yahukimo Papua Province

*by Mugiati Mugiati*

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**Effect of Reward, Punishment, and the Working Environment  
to Employee Performance On the Education Office Yahukimo  
Papua Province**

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**ABSTRACT**

This study aims to assess and analyze the effect of Reward, Punishment, and the working environment to employee performance on the Education Office Yahukimo Papua Province as well as reviewing and analyzing the factor that most dominant influential to employee performance on the District Education Office Yahukimo Papua Province

Data collection methods used are observation, interview and questionnaires. Data were analyzed descriptively and quantitatively using Multiple Linear Regression Analysis. The total of sample is the entire population, so the number of samples in this study were 78 respondents.

The results showed that: Partially, factor Reward (X1), Punishment (X2), and Environment (X3) have significant effect to employee performance on the Education Office Yahukimo. And simultaneously, factor Reward (X1), Punishment (X2), and the Working Environment (X3) have significant effect to employee performance on the Education Office Yahukimo Papua Province. The variable that most dominant influential to employee performance on the Education Office Yahukimo Papua province above is factor Working Environment ..

**Keywords: Reward, Punishment, Working Environment, Employee Performance.**

## 1. INTRODUCTION

Human resource management is one of the very important efforts in improving employee performance. One effect is the provision of compensation for any activity undertaken. The compensation is one of the physical needs, which affects the performance of employees, which in turn affects kineja organization. Therefore, compensation management is important to improve the performance of employees achieve the best performance. Granting compensation in the form of awards (reward) is right in the sense of fulfilling the requirements of a fair and reasonable is an important principle in the management system of compensation. Good compensation management is compensated oriented award, because the reward system will encourage management to treat and put the employee in a position that respected and revered and valuable. *Reward* artinya ganjaran, hadiah, penghargaan, atau imbalan. Dalam konsep manajemen, *reward* merupakan salah satu alat untuk meningkatkan motivasi para pegawai. Metode ini bisa meng-asosiasi-kan perbuatan dan kelakuan seseorang dengan perasaan bahagia, senang, dan biasanya akan membuat mereka melakukan suatu perbuatan yang baik secara berulang-ulang. Selain itu *reward* juga bertujuan agar seseorang menjadi semakin giat dalam usaha memperbaiki atau meningkatkan prestasi yang telah dicapainya. Sementara *punishment* diartikan sebagai hukuman atau sanksi yang diberikan ketika terjadi pelanggaran.

*Reward* is a form of appreciation of effort to get the professional labor in accordance with the demands of office required a coaching berkeseimbangan, namely a business activity planning, organizing, use and maintenance of the workforce to be able to carry out its duties effectively and efficiently. As a concrete step in the results peembinaan then held reward employees who have shown good performance.

Generally punishment in law is a physical and psychological penalties for mistakes or abuses. Punishment teaches about what not to do (Tirtaatmidjaja, 1990). Opinion was in line with (Ali, 1996) as saying that the punishment is defined as an unpleasant consequence to a specific behavioral response with the goal of weakening the behavior and reduce the frequency of subsequent behavior. In some, certain conditions, the use of punishment can be more effective to change employee behavior, ie taking into account: the time, intensity, schedules, clarification, and impersonality (not private).

Environment in an organization is a tool to achieve efficiency, while the work is the process of achieving goals both personal goals and organizational goals. while perananan of the working environment, namely: 1) the work environment that contribute directly create value, that education quality is called the working environment of

technical operations, 2) the work environment of technical operations consist of some of the work that a relatively different from each other, yet interconnected must placed in one system, and 3) management includes the type of work that is diverse, in ekstensitas and a certain intensity. Ndraha (2002: 66)

## **2. LITERATURE REVIEW**

According Nawawi (2005: 319), "is an attempt to improve the feeling of reward received (recognized) in the workplace, which touches on the compensation and aspects of the relationship between workers with each other". Managers evaluate individual performance results either formally or informally by Matteson in Koencoro (2013: 2) reward is divided into two types of reward extrinsic and intrinsic reward. Extrinsic rewards (rewards ekstrinsic) is an award that comes from outside the person. Extrinsic rewards consist of a financial reward is salary, allowance, bonus / incentive and interpersonal non-financial rewards and promotions. Intrinsic rewards (intrinsic rewards) is an award that is governed by a self composed of Completion (completion), Achievement (achievement), and Autonomy"

Reward is the reward, prizes, awards or rewards that aims to make someone become more active efforts to improve or enhance the performance achieved "(Bambang Nugroho, 2006: 5). According Simamora Henry (2004: 514) "incentive reward is paid on the basis of hooking to improve the productivity of employees in order to achieve a competitive advantage". With their expert opinions above it can be concluded that the reward system is intended as an incentive for employees willing to work with the better so as to improve employee performance.

According Mangkunagara (2009: 130) "punishment is a penalty which aims to improve employee performance offenders, maintaining regulations and give lessons to the offender". According Ivancevich, Konopaske and Matteson in Gania (2006: 226) "is defined as the act of serving punishment unpleasant consequences or undesirable as a result of the execution of certain behaviors. "

Punishment is a negative reinforcement, but necessary in the company. punishment that the intent here is not like a jail sentence or hands cut off, but the punishment is didactic. Moreover punishment is also an educational tool regressive, meaning that this punishment is used as a tool to sensitize employees to the things that are right. Abu Ahmadi and Nur Uhbiyati (1991: 150) who suggested that. Punishment is an act deliberately dropped the plight of others, both in terms of bodily and spiritual people who have the disadvantage of ourselves and therefore we have a responsibility to guide him and protect him.

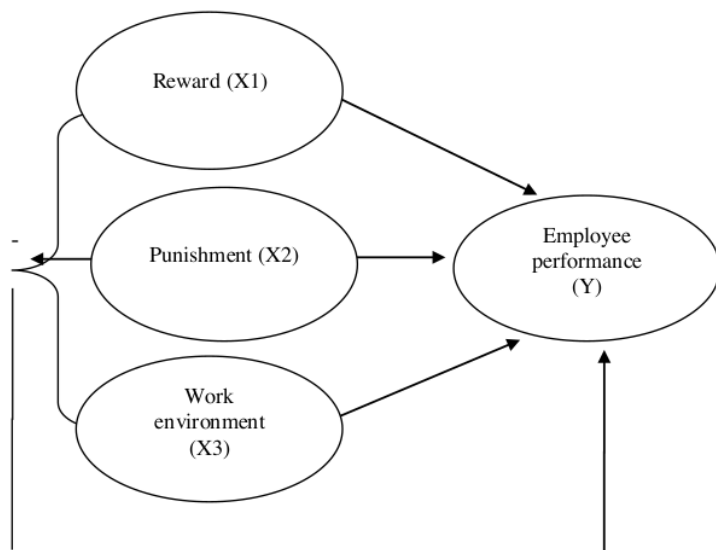
Martoyo Susilo (2000: 23), according to the working environment is setting the ratings leader in improving job performance, job satisfaction and employee motivation.

Handoko (2003: 43-46), in a work environment <sup>5</sup> management is the process of planning, organizing, directing and monitoring efforts of the members of the organization and the use of other organizational resources in order to achieve organizational goals that have been set. While the personnel management is planning, organizing and monitoring the implementation of the procurement, development, compensation administration, integration and maintenance of labor with a view to achieving the objective.

### 3. ANALYSIS

#### 3.1. Conceptual Framework

**Gambar 3.1**  
**Conceptual Framework**



#### 3.2. Research Hypothesis

Focused on the theoretical <sup>6</sup> description, the research hypothesis is as follows:

1. Factors reward, punishment, and the work environment simultaneously significant effect on the performance of employees at the District Education Office Yakuimo Papua Province.

2. Factors partially reward the dominant influence <sup>6</sup> on the performance of employees at the District Education Office Yakuhiro Papua Province..

### 3.3. Population and Sample

Sugiyono (2000: 68), states that the population is a generalization which consists of object or subject that has a certain amount and characteristics defined by the researchers to learn and then drawn conclusions. Thus the population in this study is overall an employee at the office of District Education Yakuhiro as many as 78 employees.

And in sampling, this research guided by the views expressed by Arikunto Suharsini (2010: 52), when the subject is less than 100 people, it should be taken all in accordance with the above opinion, the authors take the whole populasi many as 78 respondents in the sample.

### 3.4. Data Analysis Method

Methods of data analysis used in this research is multiple linear regression analysis.

## 4.RESULT

Testing the hypothesis is one of the goals is to be proved in this study. Assuming that Reward (X<sub>1</sub>), Punishment (X<sub>2</sub>), and the working environment (X<sub>3</sub>) influence on employee performance (Y) at the District Education Office Yakuhiro To more clearly seen in Table 4.1 as follows:

**Tabel 4.1**  
**Hasil Analisis Regresi**

Variabel Penelitian	Regresi ( <i>Enter Method</i> )			
	Koefisien Regresi (B)	SE	t <sub>hitung</sub>	Sig. T (p)
Konstanta	0,631	0,118	5,357	0,000
Reward (X <sub>1</sub> )	1,132	0,116	9,723	0,000
Punishment (X <sub>2</sub> )	0,893	0,112	8,004	0,000
Lingkungan Kerja (X <sub>3</sub> )	0,219	0,173	1,267	0,003
F ratio			176,291	0,000
Multiple R			0,954	
R Square			0,910	
Adjusted R Square			0,906	

Keterangan: F<sub>tabel</sub> (df 3;78) = 2,008 ( $\alpha = 0,05$ ), two-tail test

Sumber : Data Diolah

In Table 4.1, we can see the results of regression analysis showed that the method enter multiple regression coefficients (multiple R) obtained at 0.954 or 95.4%, and Fratio amounted to 176.291 at a significance level of  $p$  ( $0.000 < 0.05$ ). Thus it can be said that all the independent variables, namely Reward (X1), Punishment (X2), and the working environment (X3) significantly and are very strong at all to employee performance (Y) at the District Education Office Yahukimo. Furthermore, the coefficient of determination (R<sup>2</sup>) obtained at 0.910 or 91.0% showed levels of accuracy (goodness of fit) regression lines were established from the data results of observation. Tabulation of data through multiple regression statistical analysis techniques, which according to the results analisis coefficient of the regression line (b) in table 4.1 above, is described as follows:

$$Y = 0,631 + 1,132X_1 + 0,893X_2 + 0,219X_3 + \epsilon$$

Multiple regression equation in this study showed that:

1. Constant of 0.631 states that if an employee at the Department of Education Yahukimo, if it does not carry out the task that falls well there will be a loss of performance of employees amounted to 63.1%.
2. Regression coefficients X1 (Reward) amounted to 1.132 states that each additional unit of a positive education of employees at the Department of Education Yahukimo, there will be an increase in employee productivity by 11:32%.
3. Regression coefficients X2 (organizational commitment) 0.893 states that each additional unit of positively training of personnel at the Department of Education Yahukimo there will be an increase in the performance of employees amounted to 89.3%.
4. The regression coefficient X3 (working environment) of 0.219 states that each additional unit of a positive experience at the Department of Education employee Yahukimo there will be an increase in the performance of employees amounted to 21.9%.

Based on the results of this multiple regression analysis, the significance level obtained to test the acceptance or rejection of hypothesis of the study is determined by:

- a. Comparing  $t_{count}$  with  $t_{table}$  value at a confidence level  $\alpha = 0.05$  and degrees of freedom (df) =  $(k-1)$ ;  $(N - k)$  and  $(n - 1)$  or  $df = 3$ ; 78; If the value  $t_{count} = 2.008$  at  $\alpha = 0.05$  is greater than  $t_{table}$ , then the conclusion that the study results support the  $H_a$  and do not support  $H_0$ , or if the value is smaller than  $t_{table}$  then the research does not support the  $H_a$  and support  $H_0$ .
- b. Comparing the probability value ( $p$ ) with a degree of confidence  $\alpha = 0.05$  where if the value of  $p > \alpha$  (0.05) then the results of the study support the  $H_a$  and do not support  $H_0$ , or if the  $p$ -value  $< \alpha$  (0.05) then the results are not supports  $H_0$  and support  $H_a$ .

. To prove the hypothesis of this study is accepted, where suspect that Reward (X1), Punishment (X2), and the working environment (X3) significantly affects the performance of employees at the Department of Education Yahukimo, shows that the coefficient of regression (multiple R) obtained for 0.954 or 95.4%, and the F ratio amounted to 176.291 at a significance level of  $0,000 < \alpha = 0.05$ . From these results it can be concluded that the simultaneous Reward (X1), Punishment (X2), and the working environment (X3) significantly affects the productivity of employees at the District Education Office Yakuhimo. Partial assay test results in this study is the Reward (X1), Punishment (X2), and the working environment (X3), a significant effect on the performance of employees at the Department of Education Yahukimo, showed that:

- a. Reward (X1) is positive thitung 9.723 > 2.008 ttable  $\alpha = 0.05$  indicates that the higher the reward, the higher the performance of employees at the District Education Office Yakuhimo
- b. Punishment (X2) positive and significant impact on the performance of employees at the District Education Office Yakuhimo. With tcount amounted to 8.004 > 2.008 ttable  $\alpha = 0.05$  indicates that the higher the commitment, the higher the performance of employees at the District Education Office Yakuhimo
- c. Work environment (X3) is positive and significant effect on the performance of employees at the District Education Office Yakuhimo With tcount of 2,263 > 2,008 ttable  $\alpha = 0.05$ . This shows that the higher the career development of employees, the higher the performance of employees at the District Education Office Yakuhimo

Based on the results of the discussion above, it can be said that the research proved the hypothesis of the study as follows:

1. Receive first hypothesis (Ha1), which assumed that the simultaneous factor Reward (X1), Punishment (X2), and the working environment (X3) significantly affects the performance of employees at the District Education Office Yakuhimo
2. Accept the second hypothesis (Ha2), which assumed that the partial factor Reward (X1) thitung 9723, the dominant influence on the performance of employees at the District Education Office Yakuhimo

## 5. DISCUSSION

With the Reward expected in their awareness of employees at the Department of Education Yahukimo to be able to control themselves and can indicate mental attitude and high morale in carrying out their duties and responsibilities effectively. Reward the application can set the desire and awareness to comply with regulations, working procedures, and social norms. Reward owned by each employee at the Department of



Education Yahukimo can be a force in the management of the organization and is supported by a positive contribution to the work (creative, imaginative, and innovative), and has the power to realize the potential rather than the employees themselves. Its application will have a positive impact on the performance of employees at the Department of Education Yahukimo in the management of the organization, among other things: 1) the achievement of targets that have been programmed, 2) to foster the power to resolve any issues that arise in the implementation of job evaluation, and 3) management process entered consciously into corporate planning periodic, targeted and programmed.

Punishment in Yahukimo District Education Office is closely related to employee performance. Regular performance appraisal needs to be done in order to know the role of active employees in supporting the achievement of its objectives. Employee commitment, supported by high morale reflects an employee to do his job well. Besides that commitment pegawai, a reflection which is now the most effective way to determine a person's mental and spiritual. Apart from giving a mental disposition, commitment also led to the accumulation of knowledge about a particular work, where, through the accumulation of knowledge will create a skill psikomotori, which allows a person to do a particular job. Position Punishment is used to measure the ability to work in conjunction with employee performance.

The work environment has a very strong influence with the performance of employees at the Department of Education Yahukimo, this was due to an urge within every employee to make or tasks that falls as well as possible in order to achieve a commendable predicate. The performance level of employees at the Department of Education Yahukimo also highly dependent on the opportunities open to him. Opportunity in this case means that: a) the opportunity to work, b) work in accordance with the education and skills possessed employees, and c) the opportunity to develop themselves. And working conditions in creating a good working environment is very important.

Employee performance problems at the Department of Education Yahukimo is an important issue, therefore the duties and functions of the office are particularly worth noting reward each employee. This means that each employee to do the job that the results are good, it is necessary to pay attention to awards and needs of employees so that

employees have a desire to succeed, and the value of the incentives attached to the destination. Besides, the employees need to pay attention to: a) work performance (talent / potential), b) the interaction of responsibilities (work attitude, work relations, creative work, and the value of the incentive), c) the readiness attitude and one's willingness to comply with and obey all regulatory norms which serves as the unit of mental attitude (state of mind, mental attitude) certain to be the attitude abiding and orderly, and d) the unit system or norms, criteria, and standards that raises awareness (consciousness) as well as reasonable show sincerity.

To meet his expectations as a civil servant into a demand that can not be avoided, so that the pattern of service bureaucracy must be abandoned and replaced with a pattern of community service (customer focus) that puts people at the forefront as the basis for the presence of officials of local governments to organize and serve the public interest ,

## 6. CONCLUSION

1. Results of testing statistical analysis showed that simultaneous Reward factor (X1), Punishment (X2), and the working environment (X3) significantly affects the performance of employees at the Department of Education Yahukimo with Fratio of 176.291 with a significance level of 0.000 is greater than alpha ( $\alpha$ ) equal to 0.05. That means the study was able to prove the hypothesis.
2. Statistical analysis showed that the factors Reward (X1) has a more dominant influence on the District Education Office Yakuimo. This is evident by the multiple regression coefficient of 1,132 and tcount of 9.723 at a significance level of 0.000 alpha ( $\alpha$ ) equal 0.05. This means that with a good reward strongly supports employee performance. Besides, the performance strategies crucial in the efforts of employees to work productively, effectively and efficiently to achieve the goal.

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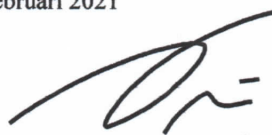
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 Nama : Prof. Dr. Muhammad Nasir Hamzah, SE, M.Si  
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