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The Effect Of Rewards And Punishment On Employee Performance At ION Market Namlea

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ABSTRACT
This study aims to determine and analyze the effect of rewards and punishments on employee performance at Ion Market Namlea. The research method used was quantitative. The population in this study was all 24 Ion Market Namlea employees, using a saturated sampling technique. Data collection was conducted through a Likert-scale questionnaire. Data analysis used multiple linear regression with the assistance of SPSS version 22 software. The results showed that rewards have a positive and significant effect on employee performance. This means that the better the reward, the higher the employee performance. Punishment also has a positive and significant effect on employee performance, indicating that the application of firm and fair sanctions can improve discipline and work productivity. Simultaneously, rewards and punishment have a significant effect on employee performance at Ion Market Namlea, contributing 70.6%, with the remainder influenced by other factors outside this study.

Keywords: *Reward, Punishment, Employee Performance, Ion Market Namlea*

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INTRODUCTION

In the era of globalization and the Fourth Industrial Revolution, organizations are required to compete through the effective management of human resources (HR). Employees are no longer seen as mere operational executors but as strategic assets that determine the success and sustainability of a company. Therefore, a well-designed HR management system plays a critical role in improving productivity and maintaining employee motivation and discipline (Herzberg, 1959; Vroom, 1964).

One of the key managerial approaches to strengthening employee performance is the implementation of reward and punishment systems. Reward refers to financial or non-financial incentives given to employees as recognition for their achievements, whereas punishment is a corrective mechanism applied to discipline employees who violate company standards (Fahmi, 2017; Mangkunegara, 2015). Both instruments are essential in regulating work behavior and creating a fair performance culture. Properly managed, rewards enhance intrinsic motivation, while consistent punishment fosters accountability and compliance (Skinner, 1953; Adams, 1965).

In Indonesia's retail sector, particularly in local markets such as Ion Market Namlea, employee performance is directly linked to customer service quality and operational efficiency. However, many retail organizations struggle to maintain consistent productivity due to ineffective reward distribution or unfair punishment systems. This condition often leads to demotivation, lack of discipline, and low organizational commitment (Luthans, 2011; Robbins & Judge, 2014).

This study was conducted to analyze the effect of reward and punishment on employee performance at Ion Market Namlea, a developing retail business in Namlea, Maluku Province. The research contributes to enriching knowledge in the field of human resource management by providing empirical evidence from a small-scale retail setting—a niche sample that reflects the dynamics of local employment management. Furthermore, the study strengthens existing motivation theories by examining how equity perception and behavioral reinforcement affect job performance.

Therefore, this research aims to explore how reward and punishment influence employee performance, both individually and simultaneously, within Ion Market Namlea. The findings are expected to contribute to managerial decision-making and support the formulation of a fair and effective HR policy that enhances motivation, discipline, and overall work performance.

THEORETICAL REVIEW

Human Resource Management and Employee Performance

Human resource management (HRM) plays a central role in ensuring organizational success through the optimization of employee potential. Performance refers to the level of achievement of an employee in completing assigned tasks according to established standards. Robbins and Judge (2014) define performance as the result or degree of accomplishment achieved by an individual in performing job responsibilities compared to pre-determined standards. Employee performance is influenced by both internal and external factors, including motivation, work environment, reward systems, and leadership (Mangkunegara, 2015).

Reward Theory

Reward represents the acknowledgment of employees' contributions through financial or non-financial compensation. According to Herzberg's Two-Factor Theory (1959), rewards are categorized as motivator factors that enhance job satisfaction and intrinsic motivation. Reward can be divided into intrinsic rewards (such as recognition, autonomy, and personal growth) and extrinsic rewards (such as salary, bonuses, and benefits) (Mahmudi, 2015).

Furthermore, Vroom's Expectancy Theory (1964) explains that employees are motivated when they believe that effort will lead to good performance and, subsequently, desirable rewards. Therefore, a fair and transparent reward system is vital to maintain motivation and increase work productivity.

Punishment Theory

Punishment, on the other hand, serves as a behavioral control mechanism aimed at correcting deviations from company policies. According to Skinner's Operant Conditioning Theory (1953), punishment functions as a negative reinforcement designed to suppress undesirable behavior. Mangkunegara (2013) also argues that punishment should be applied objectively to improve discipline and compliance among employees.

Rivai (2013) categorizes punishment into three levels: mild (verbal warnings), moderate (salary delays or demotions), and severe (termination). The fairness and consistency of the punishment process are crucial to prevent perceptions of injustice, as emphasized in Adams' Equity Theory (1965). Employees who perceive punishment as fair are more likely to adjust their behavior positively, thereby improving their overall performance.

Relationship Between Reward, Punishment, and Employee Performance

Both reward and punishment are essential tools in behavioral management and employee motivation. Properly implemented, they complement each other in shaping performance outcomes. Reward systems enhance positive reinforcement and encourage employees to exceed expectations, while punishment ensures that organizational rules are respected and maintained (Luthans, 2011). Previous studies, such as those by Arifin (2022) and Nurhaliza and Andri (2024), have demonstrated that both variables have significant positive effects on employee performance.

Theoretical Framework

This study integrates several classical motivation theories, including Herzberg's Two-Factor Theory, Vroom's Expectancy Theory, Skinner's Reinforcement Theory, and Adams' Equity Theory. Collectively, these frameworks explain how motivational stimuli, fairness perceptions, and behavioral consequences contribute to employee performance. Within this framework, reward functions as a motivational driver, punishment as a regulatory mechanism, and employee performance as the resulting behavioral outcome.

RESEARCH METHOD

Research Design

This study employed a quantitative research design to examine the causal relationship between reward, punishment, and employee performance at Ion Market Namlea. The quantitative approach was selected because it allows the use of statistical tools to measure and analyze relationships among variables objectively (Kuncoro, 2013). The design focuses on testing hypotheses derived from established theories through the use of numerical data and statistical analysis.

Research Location and Duration

The research was conducted at Ion Market Namlea, a retail store located on BTN Bukit Permai Street, Namlea District, Buru Regency, Maluku Province, Indonesia. The data collection process was carried out over a period of one month.

Population and Sample

The population in this study consisted of all 24 employees of Ion Market Namlea. Since the total number of employees was relatively small and manageable, the research used a saturated sampling technique (census sampling), meaning that all members of the population were included as research respondents (Sugiyono, 2017). This approach ensured comprehensive representation and minimized sampling error. Provide a clear and shortened version of your methods in conducting the research, the population and sample, and means of data analysis.

Data Types and Sources

The study utilized primary and secondary data.

a. Primary data were obtained directly from respondents through questionnaires distributed to all employees of Ion Market Namlea.
b. Secondary data were collected from existing documentation such as company records, related journals, previous research, and relevant literature to support the theoretical foundation and analysis (Hasan, 2002).

Data Collection Techniques

Data were gathered through three main techniques:

a. Questionnaire Structured statements using a Likert scale were distributed to measure respondents' perceptions of reward, punishment, and performance.
b. Observation Direct observation was conducted to understand employees' behavioral patterns and working conditions.
c. Interview Informal interviews with management provided contextual information related to the implementation of reward and punishment systems.

Research Variables and Data Analysis

This study used three main variables: Reward (X_1), Punishment (X_2), and Employee Performance (Y). Reward refers to financial and non-financial appreciation for employee achievements, including salary, bonuses, welfare, and recognition (Mahmudi, 2015). Punishment refers to sanctions for rule violations, such as verbal warnings, salary deductions, or termination (Rivai, 2013). Employee performance reflects the quality, quantity, timeliness, effectiveness, and independence of work (Mangkunegara, 2015).

All variables were measured using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) (Sugiyono, 2021). Instrument validity was tested using Pearson's correlation ($\alpha = 0.05$), and reliability was confirmed through Cronbach's Alpha ($\alpha > 0.60$) (Ghozali, 2016). Data were analyzed using multiple linear regression with SPSS version 22 to test the effect of reward and punishment on employee performance. The model used was:

$$Y=a+b1X1+b2X2+e \quad \text{.....(1)}$$

where Y is employee performance, X_1 is reward, X_2 is punishment, a is constant, b_1 and b_2 are regression coefficients, and e is the error term. Before hypothesis testing, classical assumption tests were conducted, including the normality test, multicollinearity test (VIF < 10; Tolerance > 0.1), and heteroscedasticity test (Sig. > 0.05).

RESULTS

Ion Market is a modern retail store established seven years ago in Namlea City, Buru Regency, Maluku Province. Currently managed by Kvin Liem, Ion Market aims to meet the community's need for a convenient, comprehensive, and affordable shopping experience.

Table 1. Respondent Characteristics by Gender

No.	Gender	Number of Respondents	Percentage (%)
1	Man	6	25%
2	Woman	18	75%
Amount		24	100%

Based on table 4.1 above, it can be seen that of the 24 respondents, 6 people (25%) were male, and 18 (75%) were female.

Tabel 2. Respondent Characteristics Based on Age

No.	Age (Years)	Number of Respondents	Percentage (%)
1	< 20 Years	0	0%
3	20 – 25 Years	19	79,2%
4	26 – 35 Years	3	12,5%
5	36 – 45 Years	2	8,3%
6	46 – 55 Years	0	0%
Amount		24	100%

Based on Table 4.2 above, it shows that of the 24 respondents studied, 0 people (0%) were aged < 20 years, 19 people (79.2%) were aged 20 – 25 years, 3 people (12.5%) were aged 26 – 35 years, 2 people (8.3%) were aged 36 – 45 years, and 0 people (0%) were aged 46 – 55 years.

Research Instrument Quality Test

Instrument Validity Test

The validity test aimed to determine whether the questionnaire effectively measured the intended variables: reward, punishment, and employee performance. The test used the Pearson Product Moment correlation method.

The decision criteria were:

If $r_{hitung} > r_{tabel}$, the item is valid.

If $r_{hitung} \leq r_{tabel}$, the item is invalid.

With 24 respondents, the degree of freedom (df = n–2 = 22) and a 5% significance level yielded an r_{tabel} value of 0.404. All calculated r values for each item were compared to this threshold to determine item validity. The following can be seen in the table 3 below.

Table 3. Validity Test for Each Question Item

Variabel	Kode item	R Hitung	R Tabel	keterangan
Reward (X1)	X1.1	0,742	0,404	Valid
	X1.2	0,642	0,404	Valid
	X1.3	0,759	0,404	Valid
	X1.4	0,639	0,404	Valid
	X1.5	0,640	0,404	Valid
	X1.6	0,616	0,404	Valid
	X1.7	0,775	0,404	Valid
	X1.8	0,647	0,404	Valid
	X1.9	0,868	0,404	Valid
Punishment (X2)	X2.1	0,813	0,404	Valid
	X2.2	0,780	0,404	Valid
	X2.3	0,645	0,404	Valid
	X2.4	0,624	0,404	Valid
	X2.5	0,608	0,404	Valid
	X2.6	0,630	0,404	Valid
	X2.7	0,671	0,404	Valid
Kinerja Karyawan (Y)	Y.1	0,685	0,404	Valid
	Y.2	0,609	0,404	Valid
	Y.3	0889	0,404	Valid
	Y.4	0,889	0,404	Valid
	Y.5	0,842	0,404	Valid
	Y.6	0,872	0,404	Valid
	Y.7	0,626	0,404	Valid

The validity test results showed that all questionnaire items for the variables Reward, Punishment, and Employee Performance were valid, as each item had an r_{hitung} value greater than r_{tabel} (0.404) and a significance level below 0.05. The analysis, conducted using SPSS 22, confirmed that all 9 Reward items, 7 Punishment items, and 7 Performance items met the validity criteria (Ghozali, 2016).

Reliability Test

The reliability test aimed to measure the consistency of questionnaire items for each variable. Using the Cronbach's Alpha method, a variable is considered reliable if the coefficient value exceeds 0.6 (Ghozali, 2016).

Tabel 4. Reliability Test of Reward Variables (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
,851	9

Table 4 shows that the statement in the reward variable has a Cronbach's alpha value of 0.851 > 0.60. Therefore, it can be concluded that the statement in this study is reliable.

Tabel 5. Reliability Test of Punishment Variable (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
,790	7

Table 5. shows that the statement in the punishment variable has a Cronbach's alpha value of 0.790 > 0.60. Therefore, it can be concluded that the statement in this study is reliable.

Tabel 6. Reliability Test of Performance Variables (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
,886	7

Table 6. shows that the statements in the performance variable have a Cronbach's alpha value of 0.886 > 0.60. Therefore, it can be concluded that the statements in this study are reliable.

Classical Assumption Test

Normality Test

Normality Test This aims to test whether a research variable in a regression model has a normal distribution or not. In this study, residual hostograms and P-P plots were used in SPSS Statistics, and the following results were obtained:

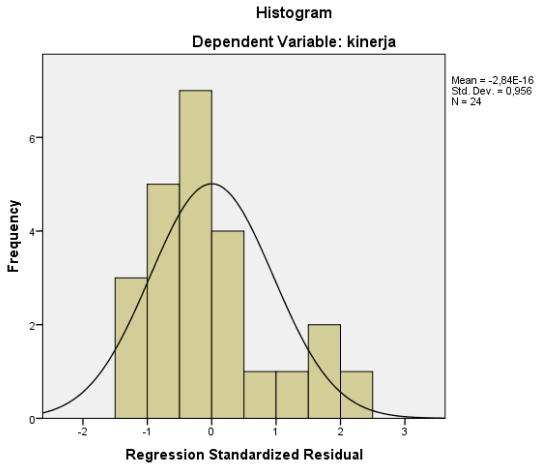


Figure 2. Histogram Residual

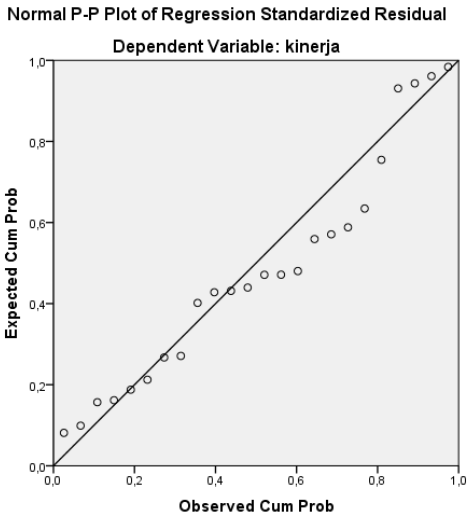


Figure 3. P-P Plot

Based on the results of the normality test displayed through the histogram and the Normal P-P Plot graph, it can be seen that the residual distribution approaches a normal distribution pattern. This is indicated by the histogram's shape resembling a normal curve (bell-shaped) and the points on the P-P Plot spreading close to the diagonal line. Therefore, it can be concluded that the residual data is normally distributed and the normality assumption in the regression model has been met.

Multicollinearity Test

The multicollinearity test examines whether there is a linear relationship among independent variables. A good regression model should be free from multicollinearity. The test uses the Variance Inflation Factor (VIF), where VIF < 10 indicates no multicollinearity, and VIF > 10 indicates its presence. The following can be seen in table 7 below.

Table 7. Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-3,489	4,504		-,775	,447		
	reward	,300	,105	,367	2,864	,009	,854	1,171
	punishment	,679	,138	,629	4,915	,000	,854	1,171

The test results show that the Reward and Punishment variables have Tolerance = 0.854 and VIF = 1.171, both within acceptable limits (Tolerance > 0.10; VIF < 10). Thus, the regression model is free from multicollinearity, indicating no strong correlation between independent variables.

Heteroscedasticity Test

This test aims to determine whether there is unequal variance (heteroscedasticity) in the residuals of a regression model. In linear regression, one important assumption is homoscedasticity, which means constant residual variance.

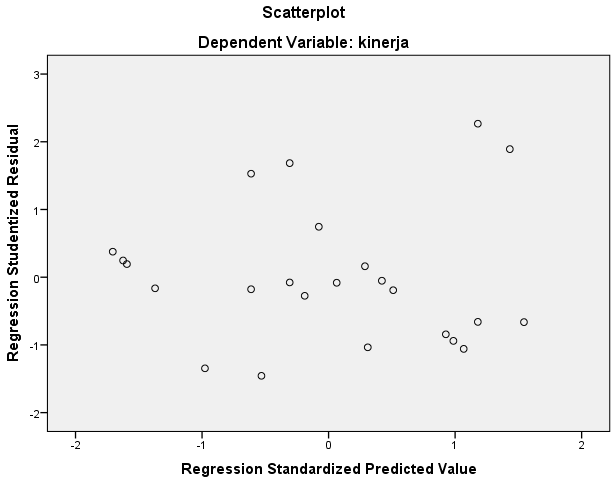


Figure 4. Heteroscedasticity Test

The scatterplot shows that residual points are randomly distributed around the horizontal axis without a clear pattern, indicating no heteroscedasticity. Thus, the regression model meets the homoscedasticity assumption, meaning residual variance is constant across predicted values.

Multiple Linear Regression Test

The multiple linear regression test is used to determine whether there is a significant influence between the independent and dependent variables. The independent variables include reward (X1) and

punishment (X2) on the dependent variable, Employee Performance (Y). The following can be seen in table 8 below.

Table 8. Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-3,489	4,504		-,775	,447		
	reward	,300	,105	,367	2,864	,009	,854	1,171
	punishment	,679	,138	,629	4,915	,000	,854	1,171

Based on Table 4.14, the multiple linear regression equation is obtained as follows:

Y = - 3,489 + 0,300X1 + 0,679X2 + e

The regression results show a constant of –3.489, indicating that when Reward (X_1) and Punishment (X_2) are zero, employee performance is –3.489. Reward has a coefficient of 0.300, and Punishment has 0.679, meaning both variables positively affect performance. Among them, Punishment has the stronger influence on employee performance.

Partial Significance Test (T-Test)

The t-test is a significance test that shows the extent of the partial influence of an independent variable on a dependent variable. To test the significance of the reward (X1) and punishment (X2) variables on employee performance (Y) at ion market Namlea, a partial hypothesis test (t-test) is used. The following can be seen in table 9 below.

Table 9. Partial Significance Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-3,489	4,504		-,775	,447		
	reward	,300	,105	,367	2,864	,009	,854	1,171
	punishment	,679	,138	,629	4,915	,000	,854	1,171

a. Dependent Variable: kinerja

The t-test shows that Reward (X_1) has t_{hitung} = 2.864 (Sig. = 0.009) and Punishment (X_2) has t_{hitung} = 4.915 (Sig. = 0.000), both greater than t_{tabel} = 2.079. Therefore, both variables have a positive and significant effect on employee performance at the 5% significance level.

Partial Significance Test (F-Test)

The f-test aims to examine the effect of the independent variables of reward and punishment, either jointly or simultaneously, on the dependent variable of employee performance. This test is conducted to determine whether all independent variables included in the model have a joint effect on the dependent variable. The significance level a is 0.05 (5%). The following can be seen in table 10 below.

Table 10. Partial Significance Test (F-Test)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	165,915	2	82,957	25,232	,000[b]
	Residual	69,044	21	3,288		
	Total	234,958	23			

The analysis shows F_{hitung} = 25.232, greater than F_{tabel} = 3.467, with Sig. = 0.000 < 0.05. This indicates that Reward (X_1) and Punishment (X_2) have a simultaneous and significant effect on employee performance. Thus, H_0 is rejected and H_3 is accepted, meaning both variables together significantly influence performance.

Coefficient of Determination (R2) Test

The Coefficient of Determination (R2 Test) is used to indicate whether all independent variables entered into the model collectively influence the dependent variable. The following can be seen in table 11 below.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,840[a]	,706	,678	1,81323

The R^2 value of 0.706 (70.6%) indicates that Reward (X_1) and Punishment (X_2) jointly explain 70.6% of the variation in employee performance at Ion Market Namlea, while the remaining 29.4% is influenced by other factors not examined, such as leadership, organizational culture, and intrinsic motivation. This shows that both reward and punishment play a crucial role in improving employee performance.

DISCUSSION

The study found that Reward (X_1) has a positive and significant effect on employee performance at Ion Market Namlea (t_{hitung} = 2.864 > t_{tabel} = 2.079; Sig. = 0.009). This means that the better the reward system, the higher the employee performance. Rewards such as bonuses, allowances, and recognition motivate employees to work more productively and enhance loyalty and commitment. This result aligns with Herzberg's motivation theory and previous studies showing that effective reward systems significantly improve work performance and satisfaction.

Similarly, Punishment (X_2) also shows a positive and significant influence on performance (t_{hitung} = 4.915 > t_{tabel} = 2.079; Sig. = 0.000). Appropriate and consistent punishment increases discipline and responsibility, leading to better performance. According to Skinner's reinforcement theory, punishment acts as negative reinforcement that corrects undesirable behavior when applied fairly. However, it should be balanced with rewards to avoid fear or decreased motivation. Consistent implementation and clear communication of rules are essential to maintain fairness and effectiveness.

The simultaneous test results (F_{hitung} = 25.232 > F_{tabel} = 3.467; Sig. = 0.000; R^2 = 0.706) indicate that Reward and Punishment together significantly affect employee performance. This combination creates a balanced management approach—reward encourages motivation, while punishment enforces discipline. Together, they enhance productivity, accountability, and organizational commitment. These findings align with prior research and Skinner's reinforcement theory, emphasizing that an integrated system of appreciation and consequence yields optimal performance outcomes.

CONCLUSION AND FURTHER STUDY

This study concludes that both Reward and Punishment have a positive and significant effect on employee performance at Ion Market Namlea, both partially and simultaneously. Reward systems that include financial and non-financial incentives effectively increase motivation, productivity, and commitment. Meanwhile, consistent and fair punishment enhances discipline and responsibility among employees. Together, these two factors explain 70.6% of the variation in employee performance,

demonstrating that the combination of motivation and control mechanisms plays a crucial role in improving work outcomes.

The findings reinforce motivational theories such as Herzberg's Two-Factor Theory and Skinner's Reinforcement Theory, proving that performance improvement can be achieved through a balanced application of positive reinforcement (reward) and corrective action (punishment). This balance creates a fair, disciplined, and performance-oriented work environment that benefits both employees and management.

Future research is encouraged to expand the study by including additional variables such as leadership style, work environment, organizational culture, and intrinsic motivation. Using larger samples and comparative approaches across different industries or regions could also enhance the generalizability of the results and provide deeper insights into effective human resource management strategies.

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