INCREASING EMPLOYEES' PERFORMANCE THROUGH PUNISHMENT SYSTEM AT NUSA DUA BEACH HOTEL & SPA

Putu Gilang Rahayuda[1]*, Ni Made Ernawati[2], I Ketut Sutama[3]

[1,2,3]Politeknik Negeri Bali, Indonesia

*Corresponding: rahayudagilang.rg@gmail.com

ABSTRACT

Purpose: This research was conducted at Nusa Dua Beach Hotel & Spa, a 5-star hotel in Nusa Dua, Badung, Bali. This research focuses on increasing employee performance through the punishment system at Nusa Dua Beach Hotel & Spa. This research aimed to identify the punishment system implemented at the Nusa Dua Beach Hotel & Spa and to discover the effect of punishment on employee performance in Nusa Dua Beach Hotel & Spa.

Methods: The sample used was 72 respondents, with several forms of collecting data: observation, conducting interviews with human resources managers and employees, documentation, literature study, and distributing questionnaires. Data analysis techniques used in this research are descriptive qualitative analysis and quantitative analysis with a simple linear regression method.

Results and discussion: The results of this research could be concluded that the punishment system variable affects increasing employees' performance variable even though its implementation is still lacking. The management needs to improve the punishment system for employees to increase employees' performance in Nusa Dua Beach Hotel & Spa.

Implication: The punishment system positively and significantly affects the employees' performance at Nusa Dua Beach Hotel & Spa.

Keywords: Employees' performance, punishment system.

INTRODUCTION

Indonesia has many tourist attractions with uniqueness and cultural diversity that make people visit (Ramadhani et al., 2020, p. 254). Nowadays, increasingly combined with sophisticated technology, tourist attraction growth increases tourist demand. Tourist demand appears from different human desires, needs, and expectations, and also wants everything obtained practically, effectively, and efficiently (Aulia et al., 2019). The competition is getting more challenging daily, and employees must perform well. The company tries to improve and maintain the company's performance by paying attention to employees' performance by giving punishment to the employees.

Employees' performance is the work achieved by a person or group by the authority and responsibility during working (Wartono, 2017, p. 45). Several factors could affect employee performance, including (1) effectiveness and efficiency, (2) authority, (3) discipline, and (4) initiative (Pattiasina et al., 2016, p. 3). Punishment is a warning to employees who aim to improve their attitudes, maintain applicable regulations, and provide lessons to offenders (Febrianti, 2014: 3). Work discipline positively impacts employee performance (Mangkunegara et al., 2015, p. 1249). Punishment has a significant effect on employee performance (Saputra, 2017). Giving punishment could affect work discipline (Suparmi et al., 2019). The purpose of punishment is to motivate employees not to make mistakes that cause disadvantage to the company and significantly to improve the employees' performance, which makes work run efficiently and effectively. Therefore, giving punishment to the employees is necessary in a company, for example, in hotels.

Nusa Dua Beach Hotel & Spa is a five-star hotel in the ITDC area that implemented employee punishment. The punishment usually given to Nusa Dua Beach Hotel & Spa employees is verbal and written warnings. A verbal warning is given by the department head to the employees who conduct minor offenses, which means that the employees are doing offenses for the first time. If the employees make another mistake which causes performance to decline, the first written warning will be given. This written warning is valid for six months from the date the letter was issued. This written warning could be given three times by the development of the employees' performance. If the written warning has been received three times and the employees' performance decreases, the employees will accept the employment termination. In addition, a type of punishment is given to employees: delayed salary increments and promotions. This punishment is additional if an employee who has received the written warning continues to make a similar mistake. This punishment could be canceled as long as the employee concerned has shown optimal performance again by the supervision of the department head and human resource department.

After the writer observed Nusa Dua Beach Hotel & Spa, the writer discovered that several employees who have been punished could repeat their offenses. Moreover, there is one employee who always received a verbal warning from the human resources department because they persuaded other employees to break the regulations, for example, going home earlier before working hours finished, sleeping during working hours in employee lockers, and persuading other employees to demand a salary increase however the performance is not optimal. Based on all offenses conducted, that employee never gets significant punishment because that employee is a local person who works in Nusa Dua Beach Hotel & Spa. Therefore, this issue is interested in being researched under the title, "Increasing Employees' Performance Through Punishment System at Nusa Dua Beach Hotel & Spa."

This article uses several previous studies as a basis and comparison in research. First, the research comes from Adolfina & Uhing (2017) was conducted in Sutanraja Hotel Amurang. The equations of previous research with the researcher's research, such as this research using punishment (X) as the independent variable and employees' performance (Y) as the dependent variable, looking for a relationship between punishment variables (X) and employee performance (Y) variables and use a questionnaire to collect data from respondents. The differences in this research with the researcher included this research using multiple linear regression method and the researcher using a simple linear regression method. This research used 30 respondents, and the researcher used 72 respondents. This research uses reward and punishment as the independent variable and employees' performance as the dependent variable; however, the researcher only uses punishment as the independent variable and employees' performance as the dependent variable. The research conducted by Sandy & Faozen (2017), the equation of this research and the research conducted by the researcher is whether the punishment system has a relationship with the employees' performance. The other equation is using interviews and questionnaires when collecting data in the research. The differences between this research and the researcher's research include that this research uses path analysis; however, the researcher uses simple linear regression method, the researcher uses proportioned stratified random sampling and quota accidental sampling, and this research uses another variable such as job rotation, work motivation, and reward however the researcher using punishment and employees' performance.

The research by Novarini Imbayani (2019) was conducted at the Royal Tunjung Bali Hotel & Spa Legian. The equations of this research and the research conducted by a researcher that includes data collecting method use interview, observation, and questionnaire for the identification variable, the punishment is the independent variable, and the employees' performance is the dependent variable, looking for a relationship between punishment on employee performance, research location conducted in hotel.

The differences between this research and the researcher's research are that this research uses multiple linear regression methods, the researcher uses simple linear regression methods three hypotheses, and the writer uses two hypotheses.

The research conducted by Husin et al. (2019) was conducted in the Swiss Belhotel Kendari. The equation of this research and the research conducted by the researcher is using questionnaires and interviews to collect data. The other equation from this research uses punishment as the independent variable and employees' performance as the dependent variable. The differences between this research and the research conducted by a researcher include that this research uses a multiple linear regression method; however, the researcher uses a simple linear regression method, which uses 82 respondents, while the researcher uses 260 respondents, and this research uses reward as the other independent variables. The researcher only used punishment as the independent variable.

The research conducted by Damayanti (2020) examines the relationship between punishment and employee performance, using the validity, reliability, classical assumption test, T-test, and coefficient of determination to test the collected data. The difference between this research and the researcher's research is that this research uses a multiple linear regression method. However, the researcher uses the simple linear regression method; in this research, there are additional variables, namely reward variables. However, the researcher does not use them.

METHODS

The research was conducted at Nusa Dua Beach Hotel & Spa. This hotel is a 5-star hotel which is located in Lorth North 4, Nusa Dua, South Kuta District, Badung-Bali Regency. This research aims to increase employee performance through the Nusa Dua Beach Hotel & Spa punishment system. In this research, the variable for the quantitative state could be divided into two variables: the independent variable is the punishment system applied at the hotel(X), and the dependent variable is employees' performance (Y) (Sugiyono, 2018, p. 39). The type of data used in this research is qualitative data and quantitative data. The data sourced in this research was two data, namely primary data and secondary data (Sugiyono, 2014). The primary data from the researcher is interview results with the Human Resources Manager of Nusa Dua Beach Hotel & Spa and five (5) employees in Nusa Dua Beach Hotel & Spa who have received punishment.

The secondary data source is the total of employees who have received punishment from 2017 until 2019 and the questionnaire results. The sampling method for qualitative data sampling used purposive sampling, and quantitative data sampling used a proportionate stratified random sampling method with the Slovin formula to get the final sample of 72 respondents. Several methods of collecting data are carried out in this research: observation, conducting interviews with human resources managers and employees, documentation, literature study, and distributing questionnaires. The analysis techniques used in this research are qualitative analysis and quantitative analysis with simple linear regression analysis. The several steps of quantitative analysis, including validity test, reliability test, correlation test, and classic assumption test, could be divided into three steps: the normality test, linearity test, heteroscedasticity test, simple linear regression analysis, coefficient of determination, and T-test.

RESULTS AND DISCUSSION
Results

Respondents involved in this research from several Nusa Dua Beach Hotel & Spa departments include the human resources department, sales and marketing department, front office department, housekeeping department, FB Service department, FB Kitchen department, and Spa department. The population is 260 people, then after calculating with the Slovin formula, get the sample of 72 respondents.

The respondent characteristics are based on age. The respondent aged from 31-40 years old; based on length of work, an employee with a length of work of 1-10 years are dominant with the number of respondents, namely 39 people or 54,2 percent, based on the gender is 55,6 percent male and 44,4 percent female, based on the department is the FB Kitchen department dominate as many as 18 people or 25 percent and based on the education is an employee with D3 education dominate as many as 31 people or 43,1 percent.

In this research, the data was processed using SPSS version 26. The results of the data analysis conducted in this research can be seen below.

Validity Test

After calculating using SPSS version 26, the overall questionnaire items used in this research to measure the punishment system variable (X) and employees' performance variable (Y) have met the requirements. Because it has a validity coefficient value or r-count greater than the r-table value, namely (0.231) with the number of respondents 72. Therefore, the questionnaire was declared valid.

Reliability Test

Table 1. The result of the Reliability Test

Variable	Cronbach's Alpha	Minimum Value of Cronbach's Alpha	Remark
Punishment System (X)	0,903	0,60	Reliable
Employees' Performance (Y)	0,869	0,60	Reliable

Table 1 above shows variables used in the reliability test with Cronbach's Alpha method that obtained a value of punishment system variable (X) 0.903 and employees' performance variable (Y) 0.869. The test results from both variables have a Cronbach's alpha value greater than 0.60, then the measuring instrument used in this thesis could be declared reliable or consistent.

Correlation Analysis

Table 2. The result of the Correlation Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776a	.602	.597	4.25666
a. Predictors: (Constant), Punishment System				

Based on Table 2 above, the result of the correlation analysis obtained an R-value of 0.776, which includes the strong correlation category, which means the punishment system variable with the employees' performance has a positive direction relationship. If the punishment system variable and the employees' performance variable increase, that will increase towards Nusa Dua Beach Hotel & Spa employees.

Classic Assumption Test
Normality Test

Table 3. The Result of Normality Test with Kolmogorov Smirnov Method

One-Sample Kolmogorov-Smirnov Test		
		Unstandard-ized Residual
N		72
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.22657553
Most Extreme Differences	Absolute	.084
	Positive	.084
	Negative	-.061
Test Statistic		.084
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on the result of the normality test with the Kolmogorov Smirnov method above, it could be seen from the asymptotic significant (2-tailed) that the obtained is 0.200. If the significance value (p-value) is greater than the probability value (asymptotic significance) is 0.05, the data belong to the normal category. Therefore, the result of this method is that the data in the regression model is distributed normally.

Linearity Test

Table 4. The result of the Linearity Test

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Employees' Performance * Punishment System	Between Groups	(Combined)	2357.153	29	81.281	4.099	.000
		Linearity	1921.646	1	1921.646	96.909	.000
		Deviation from Linearity	435.506	28	15.554	.784	.748
	Within Groups		832.833	42	19.829		
	Total		3189.986	71			

Based on the result of the linearity test above, it could be explained that the value of significance deviation from linearity of 0.748 is more significant than 0.05. It could be concluded that there is a linear relationship between the independent variable (X) and the dependent variable (Y), which is the punishment system variable (X), with the employees' performance variable (Y).

Heteroscedasticity Test

Table 5. The result of the Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.213	2.558		2.429	.018
	Punishment System	-.039	.035	-.132	-1.116	.268
a. Dependent Variable: Abs_Res						

Based on the test result of the heteroscedasticity test in Table 4.15 above, the heteroscedasticity test with the Glejser method obtained a significance value of 0.268, meaning it is more significant than 0.05. Therefore, it could be concluded that the heteroscedasticity problem does not occur and could be tested further.

1.   **Simple Linear Regression Analysis**

Table 6. The result of Simple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.984	4.350		3.444	.001
	Punishment System	.618	.060	.776	10.298	.000
a. Dependent Variable: Employees' Performance						

Based on the result of the simple linear regression equation above, could the equation that includes:

a. The existence of a constant value of 14,984 indicates that the consistency value of the independent variable studied, which is a punishment system, is 14,984.

b. The regression coefficient X is 0.618, which states that for every 1% addition to the punishment system value, the employees' performance value increases by 0.618

Because the regression coefficient is positive (+), it could be explained that the punishment system (X) has a positive effect on employees' performance (Y).

Coefficient of Determination

Table 7. The result of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776a	.602	.597	4.25666
a. Predictors: (Constant), Punishment System				
b. Dependent Variable: Employees' Performance				

Based on the results in Table 4.17 above, the result of the coefficient of determination that could be seen from the R square is 0.602 or 60.2%. This condition revealed that the punishment system of 60.2% influenced the employees' performance at Nusa Dua Beach Hotel & Spa.

There is a different value of 39.8%, which is a contribution from other variables not assessed in this thesis.

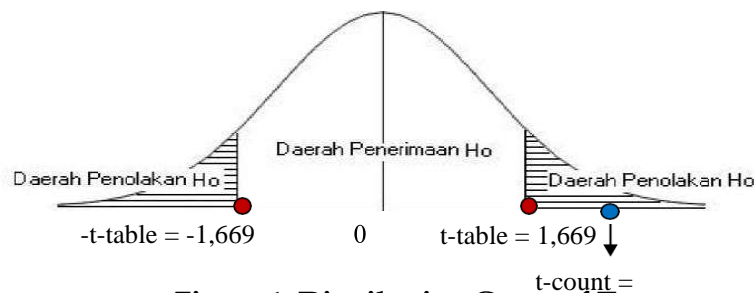**T-Test**

Table 8. The result of the T-Test

		\multicolumn{2}{c}{Unstandardized Coefficients}	Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	14.984	4.350		3.444	.001
	Punish-ment Sys-tem	.618	.060	.776	10.298	.000
a. Dependent Variable: Employees' Performance						

Based on Table 8, the test result above, by observing the rows, columns t, and significance value, could be explained as follows:
- The t-count value obtained in the punishment system variable of the employees' performance variable is 10.298.
- The results above also show the significance value of the punishment system variable 0,00.
- Then the total t-count value > t-table value (10,298 > 1.669) with the significance value 0,00 < 0,05

Based on the explanation above, it could be concluded that H0 is rejected and H1 is accepted. This indicates that the punishment system significantly influences the employees' performance at Nusa Dua Beach Hotel & Spa.

Figure 1. Distribution Curve of T-test

Based on the curve above, it could be explained that the t-count value is greater than the t-table value, which makes H1 accepted. Testing this hypothesis with an error of 5% could prove that the punishment system significantly affects employees' performance at Nusa Dua Beach Hotel & Spa. Therefore, the research hypothesis is accepted. This follows the hypothesis that has been made, which reads, "There is a significant effect of the punishment system on employee performance at Nusa Dua Beach Hotel & Spa."

In addition to testing with SPSS version 26, the method of collecting data is the interview. Based on the results of interviews with the Human Resources Manager, the form of punishment in Nusa Dua Beach Hotel could be classified into three categories: minor, medium, and significant. Several types of punishment will be received by employees, which can be seen below.

Verbal warning

A verbal warning is classified in the form of a minor punishment. The employee will be verbally warned by the department head, who will indicate the shortcomings or faults of the employee and request the employee to improve their shortcomings or faults. The department head will write a report about the employee's mistakes, which will be submitted to the human resource department and archives.

Written Warning

Written warnings could be classified in the form of medium punishment. Employees will get a warning letter from the department head that describes the details of the employee's shortcomings or faults and may cause an employment relation termination. The Department Head will issue a warning letter three times depending on the effort to improve mistakes made by the employee, and this letter is valid for six months after issuance.

a. Delay of Salary Increment and Promotion

Employees will get additional penalties if they have been given a written warning but still take detrimental actions to the hotel and do not try to improve their work performance further. Delays in salary increments and promotions could be classified as medium punishment.

b. Temporary Discharge (Suspension)

Employees who commit a significant punishment and are still being resolved by the company will receive this punishment. Suspension could be classified in the form of significant punishment.

c. Employment Relation Termination

Employees who do not pass the three-month probation period because they do not perform well and resign from the employee. Employment relation termination could be classified in the form of significant punishment

Guidelines for giving punishment at Nusa Dua Beach Hotel pay attention to the comfort or satisfaction of fellow employees at work. Therefore, several examples of offenses committed and punishments received by Nusa Dua Beach Hotel & Spa employees are in Table 9.

Table 9. The Examples of Offenses and Punishment in Nusa Dua Beach Hotel & Spa

Description of Offenses	Discipline Action Taken		
	1st Offence	2nd Offence	3rd Offence
Consistent low efficiency due to unsatisfactory work performance	Verbal Warning	1st Written Warning	2nd Written Warning
Absent from place of work without the approval of the supervisor	Verbal Warning	1st Written Warning	2nd Written Warning
Fall asleep while on duty.	Verbal Warning	1st Written Warning	2nd Written Warning
Absence for one day to a consecutive period of two days without an approved medical certificate or prior notice	1st Reprimand	2nd Reprimand	Dismissal
Failure to comply with health and Safety Regulation	1st Reprimand	2nd Reprimand	Dismissal
Unauthorized presence at guest or hotel function			
Presence of the hotel's guest's other employees' properties, excluding uniforms in employee's locker	2nd Reprimand	Dismissal	
Losing and handing over to others assigned hotel keys, excluding master key	2nd Reprimand	Dismissal	

Fraud, theft, or embezzlement of goods and money owned by the company	Dismissal		
Conduct amoral acts or gamble in the work environment	Dismissal		
Committing any extortion act to any fellow workers, guests, or third parties for his/her benefits	Dismissal		

The Punishment System Implemented in Nusa Dua Beach Hotel & Spa

After conducting the interview process as a medium for data collection with the Human Resources Manager and five employees of the Nusa Dua Beach Hotel & Spa, the researcher received information that there are guidelines for giving punishment to employees. This guideline is validated and contained in the Collective Labor Agreement that the management and owner of Nusa Dua Beach Hotel & Spa have approved. The primary purpose of the disciplinary procedure of punishing employees is to assist them in improving themselves from the shortcomings in their work performance.

Therefore, punishing the employees means guiding them to improve their work performance and increase the satisfaction of other employees. Based on the interview conducted with the human resources manager, the classification of punishment in Nusa Dua Beach Hotel & Spa could be divided into five categories: verbal warning, written warning, delay of salary increments and promotion, temporary discharge (suspension), and employment relation termination. Generally, punishment for the employees in Nusa Dua Beach Hotel & Spa could be divided into minor, medium, and significant. The purpose of dividing this type of punishment is to make it easier for management to provide punishment for the offenses committed.

The departments that received much punishment were those in the operational section instead of the back office because employees who worked there often interacted with guests or fellow employees. In addition, it could be seen that in 2019, the employees received many punishments instead of the previous year; this indicates that the punishment implemented was lacking. Based on interviews with five employees, namely Mr. Christian, Mr. Brian, Mr. Dave, Mrs. Christine, and Mrs. Debora, they stated that giving punishment was lacking, especially by their respective department heads, but gives positive effect because if there is no provision of punishment at all, it will cause more offenses to occur.

Therefore, several ways could be done to maximize the implementation of this punishment system, such as (1) socializing the guidelines in collective labor agreements to all employees without exception, (2) emphasizing giving punishment to employees without exception, including to local people and (3) Making an agreement sheet between the employee and the management that will agree to get punishment if they make a mistake that causes a loss to the hotel. Based on this method, implementing this punishment system will provide employees with comfort, improving their work performance at the Nusa Dua Beach Hotel & Spa.

The Effect of the Punishment System on Employee Performance

After conducting research with a questionnaire processed using SPSS version 26, the researcher finds that giving punishment is one way to increase employees' performance at Nusa Dua Beach Hotel & Spa because it has a strong correlation category. It could be seen from the correlation analysis result with a value of 0.776, which means the punishment system variable with the employees' performance has a positive direction relationship. If the punishment

system variable and the employees' performance variable increase, that will increase towards Nusa Dua Beach Hotel & Spa employees.

Based on the result of the simple linear regression analysis, it could be seen that the coefficient of the punishment system variable is 0.618, while the constant value is 14.984. Therefore, the simple linear regression equation could be obtained from these results as Y = 14.984 + 0.618x. Based on the result of the simple linear regression equation above, it could be interpreted that the equation, which includes a constant value of 14,984, indicates that the consistency value of the independent variable studied, which is a punishment system, is 14,984. The regression coefficient X is 0.618, which states that for every 1% addition to the punishment system value, the employees' performance value increases by 0.618. Because the regression coefficient is positive (+), it could be explained that the punishment system (X) has a positive effect on employees' performance (Y). It could be seen that when the company does not give punishment, the employees 'performance will be constant, or there will be no increase because no one feels motivated to work, but when management punishes employees, it will cause an increase in employees' performance.

Based on the result of the hypothesis test, namely the t-test, the t-count value is 10.298, and the t-table value is 0.231, which means that the t-value greater than the t-table, it could be explained that there is a positive and significant effect of the punishment system variable on the employees' variable performance. This follows the hypothesis, "There is a significant effect of the punishment system on employee performance at Nusa Dua Beach Hotel & Spa."

Based on the determination coefficient test, it could be explained that the coefficient value obtained is 0.602. Based on the equation D = R2 x 100%, the determination value becomes 0.602 x 100% = 60.2% and a different value of 39.8%, which is a contribution from other variables not assessed in this thesis. The implementation of punishment by the management has a relatively significant effect. This is because giving punishment is considered to be able to increase employees' performance. It could be concluded that implementing minor, medium, and significant punishment could increase employees' performance at Nusa Dua Beach Hotel & Spa.

CONCLUSION

Implementation of the punishment system applied at Nusa Dua Beach Hotel & Spa could be divided into five categories, which include: (1) verbal warning, (2) written warning, (3) delay of salary increments and promotions, (4) temporary discharge (suspension) and (5) employment relation termination. Implementing the punishment system at Nusa Dua Beach Hotel & Spa is still lacking but already brings a positive effect and significant effect in increasing employees' performance, which means implementing the punishment system properly makes the employees commit fewer mistakes and errors, thus increasing the employees' performance. The punishment system positively and significantly affects the employees' performance at Nusa Dua Beach Hotel & Spa. Based on the results of tests conducted on the employees 'performance and punishment system variables, it could be seen that those variables have a strong correlation because giving punishment could increase employees' performance.

Based on the results of the simple linear regression analysis, it could be seen that the coefficient of the punishment system variable is 0.618, while the constant value is 14.984. The existence of a constant value of 14,984 indicates that the consistency value of the independent variable that was studied, a punishment system, is 14,984. The regression coefficient X is 0.618, which states that for every 1% addition to the punishment system value, the employees' performance value increases by 0.618. In addition, in the determination analysis test, it could be seen that the value obtained is 60.2% and a different value of 39.8%, which is a contribution from other variables that are not assessed in this research.

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