



The Influnce of the Performance Appraisal System, Reward, and Punishment on Job Satisfaction Through Employee Work Motivation as an Intervening Variable at Pt. Bpr Nusamba Rambipuji Jember

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Abstract

This study aims to analyze and determine the effect of the performance appraisal system, rewards, and punishments on job satisfaction through employee work motivation as an intervening variable at PT.BPR Nusamba Rambipuji Jember. The research method used is quantitative. The number of employees at PT.BPR Nusamba Rambipuji is 66 employees with the sampling technique using accidental sampling which means that not all employees are samples in this study, namely the sample in this study only amounted to 50 respondents. The data analysis used in this study uses structural equation modeling (SEM) data analysis with AMOS 26 software. Based on the results of the analysis, this study shows that the performance appraisal system does not have a significant effect on employee work motivation, and rewards do not have a direct or insignificant effect on employee work motivation, while punishment has a direct/significant effect on employee work motivation. The performance appraisal system has no significant effect on job satisfaction, and punishment does not have a direct or insignificant effect on job satisfaction, while rewards have a significant negative effect on job satisfaction, employee work motivation also has an effect on job satisfaction. For the performance appraisal system and rewards do not have an indirect effect on job satisfaction through employee work motivation, which means it does not have significant results, while punishment has an indirect effect on job satisfaction through employee work motivation or can be said to be significant

Keywords: Performance Appraisal System, reward, punishment, Job Satisfaction, Employee Work Motivation

1. Introduction

Increasingly fierce business competition demands that companies continually improve the quality of their human resources, as is currently the case with the intense competition in the business sector, particularly in the financial services sector. With these developments, companies often face increasingly complex problems, as they face numerous competitors, while also being required to achieve product sales targets through human resource services. Therefore, high-quality human resources that provide optimal customer service are essential to improving the company's reputation and reputation. Given the importance of human resources as a supporter of company activities, encompassing the roles, management, and utilization of employees, measures are needed to boost employee morale.

One of the most important mediating factors in the relationship between performance management systems and job satisfaction is employee motivation. Motivation is a positive drive from an individual to act with a specific goal in mind. According to Mulyadi (2015:88), motivation is a factor that drives someone to perform a particular activity. Therefore, motivation is often interpreted as a factor that drives someone's behavior. With high motivation from an employee, that employee will tend to work harder in completing their work, which ultimately makes them feel satisfied with their performance.

Job satisfaction reflects the extent to which employees are satisfied with their jobs, work environment, and compensation received. According to Wiliandri (2015:83), job satisfaction refers to an individual's general attitude toward their work. Employees with high levels of job satisfaction tend to have more positive attitudes, while employees with low levels of job satisfaction tend to have

negative attitudes toward their jobs, which can lead to stress, conflict, and even a desire to leave the company. Several factors contribute to employee job satisfaction, including the company's performance appraisal system, rewards, and punishments.

The performance appraisal system is one of the triggers in building employee motivation and satisfaction in working, where from the performance appraisal system there is an evaluation of employee performance that is able to determine the next plan in developing employees to have added value from the next evaluation. The implementation of objective and transparent assessments not only helps in making promotion and demotion decisions, but from this it is able to increase employee motivation in their performance. Research (Irham et al., 2024) has the result that performance appraisals are able to influence employee work motivation at PT. Bank Negara Indonesia (Persero) Muara Bungo Branch, meaning that the company is able to implement performance appraisals well so that they are able to maintain and increase employee work motivation According to Mulyadi (2015: 108) Performance appraisal is from all evaluations of the results of activities produced by workers or employees that are adjusted to the workload with maximum results. However, the effectiveness of this appraisal system is often questioned if it is not followed by a fair and consistent reward and punishment mechanism.

The implementation of appropriate rewards can increase work motivation, foster a sense of belonging, and ultimately contribute to employee job satisfaction. According to Ansory and Meithiana (2018:308) Explains that rewards are rewards given to motivate employees to have high productivity. According to the results of research (Nahdatul Devi A., 2025) on "the effect of rewards and punishments on employee performance with work motivation as an intervening variable" the results show that rewards have a positive influence on employee work motivation at PT. BPR Gunung Artha Sukoraja, the results also explain that by providing good and fair rewards it can show that the company can provide welfare and job security to employees. In accordance with the hierarchy of needs theory proposed by Abraham Maslow that every individual has a level in fulfilling life needs.

According to Indrasari, A. F (2018:320) Punishment is suffering given or caused intentionally by someone after a violation, crime, or mistake occurs. The purpose of implementing punishment itself is considered quite clear, namely to maintain employee discipline. The more serious the punishment given, the greater the potential for motivation to improve from an individual employee and become more careful in avoiding violations stipulated by company regulations. According to the results of research from (Natasya Michelle Putri Kentjana and Piter Nainggolan, 2018) which has the result that punishment has an influence on increasing motivation from an employee at PT. Bank Central Asia Tbk. The implementation of the punishment system is also considered as a controller in human resource management in a company to maintain and increase the motivation of an employee to achieve good performance. Therefore, the results of this control must be considered very well, if making mistakes in its application can cause demotivation and lack of job satisfaction among employees which if this happens can cause low performance for both employees and the company itself.

However, in reality, implementing a performance appraisal, reward, and punishment system to create employee motivation and satisfaction is not easy. Based on observations and existing literature, PT. BPR Nusamba Rambipuji as part of the ever-growing banking industry, often faces challenges in ensuring that the current performance appraisal, reward, and punishment system optimally contributes to increasing employee job satisfaction. Issues such as perceptions of unfairness in the performance appraisal process, lack of adequate appreciation for achieving difficult targets or unclear criteria in the application of sanctions, although not yet systematically verified, may affect employee morale and work motivation. Similarly, if employees do not see a clear connection between performance and the rewards received, or if punishment is perceived as being given unfairly, this can reduce motivation, and ultimately decrease overall job satisfaction and work motivation.

Therefore, this research is crucial to analyze in depth how the performance appraisal, reward, and punishment systems at PT. BPR Nusamba Rambipuji influence employee job satisfaction, and this research specifically also examines the mediating role of work motivation in this relationship. By understanding these dynamics, PT. BPR Nusamba Rambipuji can identify areas that need improvement in its human resource policies, thereby creating a more conducive work environment and increasing employee job satisfaction.

Theoretical Review

1) Performance Appraisal system

According to Mulyadi (2015:108) performance assessment is the evaluation of all activity results produced by workers or employees which are adjusted to the workload with maximum results.

2) Reward

According to Indrasari, A. F. (2018:308) explains that rewards are rewards given to motivate employees to have high productivity.

3) Punishment

According to Indrasari, A.F. (2018:320) punishment is an action that is imposed on someone consciously and intentionally so that it causes misery, and with this misery the person concerned will become aware of the action and promise in his heart not to repeat it again.

4) Job Satisfaction

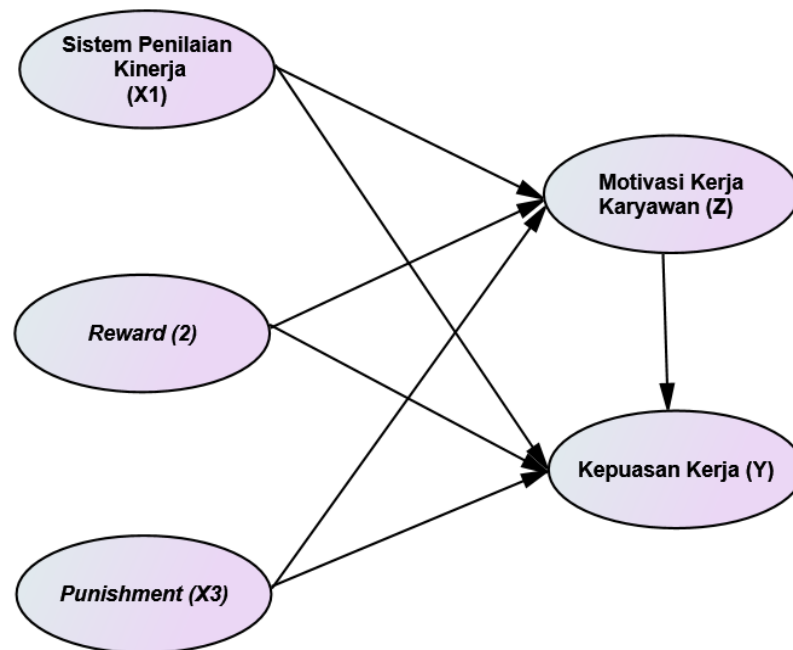
Job satisfaction is an emotional attitude that is pleasant and loves one's job (Priyono and Marnis, 2008).

5) Employee Work Motivation

According to Mulyadi (2015: 87), motivation is an encouragement from other people or from oneself to do a job consciously and enthusiastically to achieve a certain target.

Conceptual Framwork

Based on previous research which shows that job satisfaction can be influenced by several variables such as performance appraisal systems, rewards and punishments, the conceptual framework of this research is as follows:



Picture 2. 1 Conceptual Framwork

2. Methods

Population and sample

The population of this study was 66 employees of PT. BPR Nusamba Rambipuji Jember. And the sampling technique used was accidental sampling with a variable number of respondents (5 x 10), namely 50 respondents.

Methods of Collecting Data

The data collection process is used to prove the truth of the explained hypothesis, so the data collection methods for this research include observation, interviews, questionnaires, and literature studies.

Data Source

The data sources used in this study are primary data obtained directly from research conducted on the subjects. Secondary data is also obtained from journals and books supporting this research.

Methods Analysis Data

The data analysis methods used in this study include validity tests, reliability tests, SEM assumption tests which include normality tests, multicollinearity tests, outlier tests, model suitability tests (goodness of fit index), causality or hypothesis tests, and Sobel tests or SEM mediation effects.

3. Results and Discussion

Validity and Reliability Test Result

Based on the results of the data analysis in this study, it can be seen that the results of this study have valid results for each indicator where the loading factor value has a value of more than 0.50. And the results in this study also have reliable results in each variable because all values in the construct reliability have a value of more than 0.70.

SEM Assumption Test

1. Normality Test Result

Based on the results of the study, it can be seen carefully that in univariate terms, the values are normally distributed because the c.r skewness and c.r kurtosis values have values above the criteria, namely -2.58 and less than 2.58, and in multivariate terms, the data from this study is also declared normal because the multivariate value is less than 2,500.

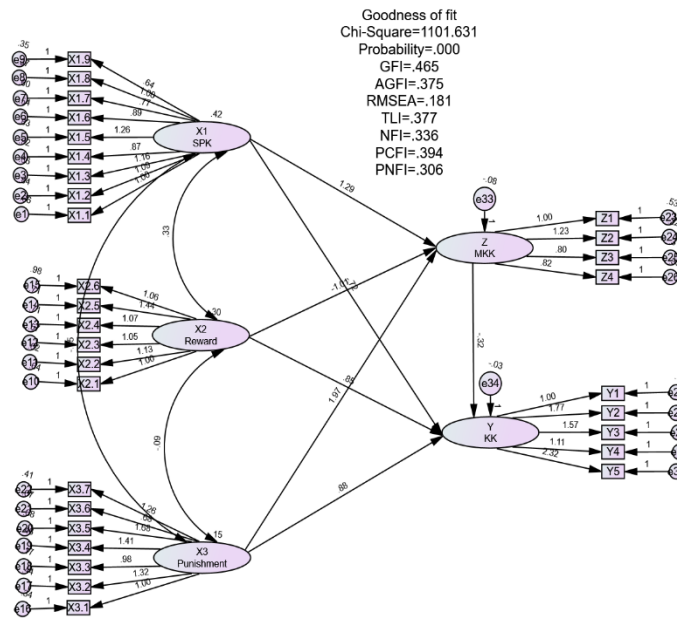
2. Multikolonierity Test Result

Based on the results of data analysis, it can be seen that multicollinearity occurs in this research because the value of the determinant of the sample has a value of 000, but it can be seen from the inner and outer columns of the research model that multicollinearity does not occur because overall the value is more than -0.90 and less than 0.90, so this research is stated that multicollinearity does not occur even though the value of the determinant of the sample has a value of 000.

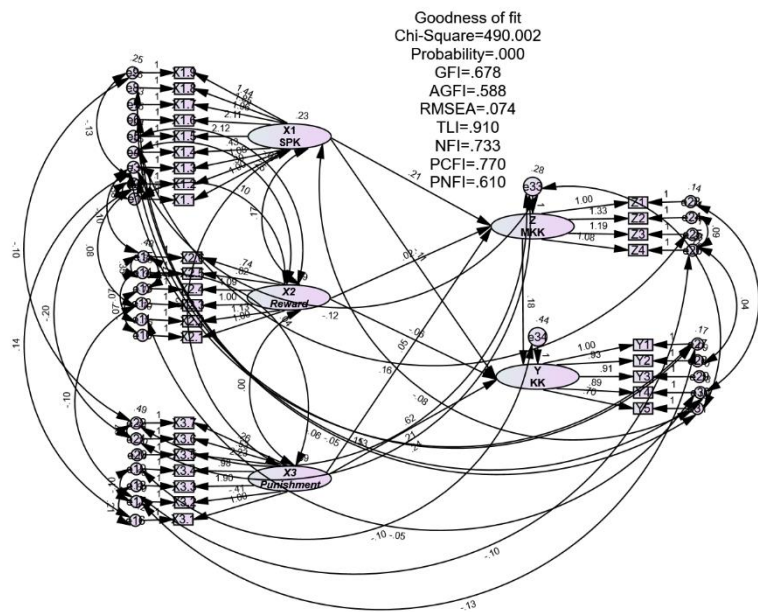
3. Outliers Test Result

Mahalanobis distance value based on chi square value at 31 degrees of freedom (number of indicator variables) at $p < 0.001$ level is 61.09, data that has Mahalanobis distance greater than 61.09 is a multivariate outlier. Based on the results of data processing, it can be seen that the Mahalanobis d-square value is smaller than 61.09, namely the highest value of 42.126 so it can be concluded that there are no multivariate outliers or in other words there is no significant difference between the data and the data group.

Analisis SEM (Structural Equation Modelling)



Picture 4. 1 Hasil Analisis SEM Before Modification Indice



Picture 4. 2 Analisis SEM (Saturated Model)

Goodness Of Fit Index Test Result

Criteria	Cut Off Value	Test Result	Information
Chi Square	Expected to be smaller	1101.631	Poor Fit
Sig. Probability	$\geq 0,05$	0,000	Poor Fit
RMSEA	$\leq 0,08$	0,181	Poor Fit
CMIN/DF	≤ 2 atau 3	2,598	Good Fit
TLI	$\geq 0,90$	0,377	Poor Fit
CFI	$\geq 0,90$	0,432	Poor Fit
PCFI	$\geq 0,85$	0,394	Poor Fit
IFI	$\geq 0,90$	0,451	Poor Fit
RFI	$\geq 0,90$	0,272	Poor Fit

Criteria	Cut Off Value	Test Result	Information
NFI	≥ 0,90	0,336	Poor Fit
PNFI	≥ 0,90	0,306	Poor Fit

Table 4. 1 Goodness of fit index before model repair
Source: Data processed by, AMOS 26 2025

Criteria	Default Model	Saturated Model	Information
AIC	1245.631	992.000	Poor Fit
ECVI	25.421	20.245	Good Fit

Table 4. 2 Comparative tests of model suitability
Source: Data processed by, AMOS 26 2025

Criteria	Cut Off Value	Test Result	Information
<i>Chi Square</i>	Expected to be smaller	490.002	Poor Fit
<i>Sig. Probability</i>	≥ 0,05	0,000	Poor Fit
RMSEA	≤ 0,08	0,074	Good Fit
CMIN/DF	≤ 2 atau 3	1.266	Good Fit
TLI	≥ 0,90	0,910	Good Fit
CFI	≥ 0,90	0,925	Good Fit
PCFI	≥ 0,85	0,770	Marginal Fit
IFI	≥ 0,90	0,929	Good Fit
RFI	≥ 0,90	0,679	Poor Fit
NFI	≥ 0,90	0,733	Poor Fit
PNFI	≥ 0,90	0,610	Poor Fit

Table 4. 3 Goodness of fit index after model improvement
Source: Data processed by, AMOS 26 2025

Criteria	Default Model	Saturated Model	Information
AIC	708.002	992.000	Good Fit
ECVI	14.449	20.245	Good Fit

Table 4. 4 Comparative tests of model suitability after model improvement
Source: Data processed by, AMOS 26 2025

Based on the results of the table above, it can be seen that the gof value does not have a good fit value, therefore it is necessary to modify the indices in the model. After modifying the indices in table 4.13 and comparison table 4.14, the gof model value and the comparison model have a good fit value, namely 7 criteria, which means that the gof model is accepted in the sense that there is a model match between the research data.

Hipotesis Test Result

Based on the table above, the following structural model equations are obtained:

$$Z = (0.059) X_1 + (0.083) X_2 + (1.414) X_3 + e$$

$$Y = (0.026) X_1 + (-0.244) X_2 + (-0.726) X_3 + (1.105) Z + e$$

- 1) The p-value of the performance appraisal system variable on employee work motivation is 0.497, which is greater than 0.050, and the c.r value is 0.679, which is smaller than 1.96. So, from these results, the performance appraisal system has no influence on employee work motivation.
- 2) The results of the second hypothesis each have a p-value of 0.397, greater than 0.050, and a c.r value of 0.847, less than 1.96. Therefore, it can be stated that rewards also do not have a significant effect on employee work motivation.
- 3) The results of the punishment hypothesis each have a p-value of 0.000, meaning the value is less than 0.050, and a c.r value of 3.784, meaning the value is greater than 1.96. Therefore, it can be concluded that punishment has a significant effect on employee work motivation.
- 4) The hypothetical results of the performance appraisal system have a p-value of 0.805 and a c.r value of 0.247, which are each greater than 0.050 and less than 1.96, respectively. Therefore, it

can be stated that the performance appraisal system does not have a significant effect on job satisfaction.

- 5) The results of the reward hypothesis show a p-value of 0.039 and a c.r value of -2.066, meaning the p-value is less than 0.050 and the c.r value is less than 1.96. Therefore, from these findings, rewards have a significant negative effect on job satisfaction.
- 6) The hypothetical results for the punishment variable have a p-value of 0.221, which is greater than 0.050, and a c.r value of -1.225, which is less than 1.90. Therefore, from these findings, it can be concluded that punishment does not have a significant effect on job satisfaction.
- 7) The hypothetical results for employee work motivation have a p-value of 0.013 and a c.r value of 2.471. It can be concluded that employee work motivation has a significant effect on job satisfaction.

Sobel Test Result

- 1) The Sobel test results for the performance appraisal system variable (X1) showed a α -value of 0.513 and a t-value of 0.653, which is greater than 0.050 and less than 1.96.
- 2) The Sobel test results for the reward variable (X2) showed a α -value of 0.423 and a t-value of 0.801, both greater and less than the specified criteria. Therefore, the findings of this study indicate that rewards do not have a significant indirect effect on job satisfaction through employee motivation.
- 3) The Sobel test results for the punishment variable showed a α -value of 0.038 and a t-value of 2.069, each of which is less than 0.050 and greater than 1.90. Therefore, these findings in this study indicate that punishment can mediate employee motivation and job satisfaction.

Discussion

1) The Influence of the Performance Appraisal System on Employee Work Motivation

Data analysis found that the performance appraisal system did not significantly influence employee motivation. This contrasts with previous research by Irham et al. (2024), which found that performance appraisals did influence employee motivation. This could be due to a lack of employee effort in prioritizing the work itself, which could be caused by several factors, including an employee's dislike of their job or a lack of competence in their work abilities and motivation for their responsibilities. Furthermore, as we know, implementing this performance appraisal system can sometimes be difficult. Assessment errors often occur, such as the halo effect, a tendency toward centralized assessment, overly lenient or harsh assessments, and the influence of personal bias (Wilson, 2014). A common error in this assessment is the halo effect, where the assessment is conducted using only one factor or considering only a few assessment criteria. For example, at PT. BPR Nusamba Rambipuji, where the company only uses a few criteria, such as attendance assessment, punctuality, and several other assessment criteria, it's important for the company to consider adding relevant assessment criteria before making decisions. This factor is the reason for the finding that performance appraisals have no significant impact on employee work motivation.

2) The Effect of Rewards on Employee Work Motivation

The results of this study's data analysis using AMOS 26 found that rewards did not significantly influence employee work motivation. This contrasts with previous research by Kurniawan et al. (2023), which found that rewards significantly influenced employee work motivation. The reward system used is quite effective, but several factors can hinder employee work motivation. This is usually due to the extrinsic nature of salary or wages. According to Charm's (1968) cognitive evaluation theory, as cited in Sunyoto and Wagiman (2023), extrinsic rewards such as salary and wages should be intrinsically rewarded because they can provide benefits in the form of pleasure directly related to the work itself. However, this can actually reduce overall work motivation. Furthermore, difficulties in obtaining promotions or advancement are also challenging and tend to impact employee morale.

3) The Effect of Punishment on Employee Work Motivation

The analysis of this study found that punishment has a significant influence on employee work motivation. This finding aligns with previous research by Reynaldi Trifando Alaina (2025), which stated that punishment influences employee work motivation. This occurs because the company's punishment system is well-functioning, motivating employees to improve their performance. Therefore, the system can be maintained and even improved. Furthermore, verbal reprimands help employees understand their mistakes, while written reprimands provide employees with opportunities to improve their performance. At PT. BPR Nusamba Rambipuji, the punishments applied are deemed appropriate for the actions taken by employees, allowing them to bear the consequences of their actions. This actually encourages employees to change, avoid repeating mistakes, and be more careful. Reinforcement Theory by B.F. Skinner (1957) states that human behavior is influenced by its consequences. This theory also states that a person's behavior can be changed by imposing punishment. Therefore, punishment has an influence on employee work motivation.

4) The Effect of the Performance Appraisal System on Job Satisfaction

The data analysis in this study found that the performance appraisal system has no direct impact on job satisfaction. This finding contradicts previous research by Ujang Aep Saifullah (2022), which found that the performance appraisal system influences job satisfaction. This occurs because the assessment criteria used only involve a few aspects, such as punctuality and attendance. Employee job satisfaction can also be affected by dissatisfaction with the job itself, leading to a decline in their job satisfaction levels. If these primary needs are not met, employees cannot fulfill subsequent needs, such as responsibility for their tasks and the need for initiative and creativity, which can add value in performance appraisals, such as actively contributing ideas to achieve company goals. This also aligns with Frederick Herzberg's (1959) two-factor theory, which states that if employees have their primary needs met, they are more likely to fulfill needs at the next or higher level. If employees are able to meet all of these needs, they will more easily achieve good performance appraisals. According to Kreitner and Kinicki in Hambali (2015), there are five factors that influence job satisfaction, one of which is value attainment. Based on this, the study found that there was no significant influence on job satisfaction.

5) The Effect of Rewards on Job Satisfaction

The data analysis of this study shows that rewards have a significant negative effect on job satisfaction. Previous research by Faiqotuni'mash (2021) found that rewards significantly influence job satisfaction. This study yielded similar results, but with a positive effect. This is because, while salaries and benefits are appropriate, extrinsic rewards negatively influence the results of this study, impacting employee motivation. According to Herzberg's two-factor theory, wages are also a factor influencing employee job satisfaction. Although salaries or wages are sufficient to satisfy employees, they cannot significantly motivate them because achieving job performance is considered quite difficult. Based on these findings, rewards have a significant negative effect on job satisfaction.

6) The Effect of Punishment on Job Satisfaction

The analysis of this study found that punishment had no effect on job satisfaction. This contradicts previous research by Faiqotuni'mah (2021), which stated that punishment did influence job satisfaction.

7) The Effect of Employee Work Motivation on Job Satisfaction

The data analysis in this study found that employee work motivation had a significant positive effect on job satisfaction. This finding is also supported by previous research by Rona

Coba Devi Pane (2022), which also found that employee work motivation influenced job satisfaction.

8) The Effect of the Performance Appraisal System on Job Satisfaction through Employee Motivation

The data analysis in this study found that the performance appraisal system had no indirect effect on job satisfaction through employee motivation. This finding contradicts previous research by Gani Syabani et al. (2024), who found that the performance appraisal system influenced job satisfaction through employee motivation.

9) The Effect of Rewards on Job Satisfaction through Employee Motivation

The data analysis in this study found that rewards did not have an indirect effect on job satisfaction through employee motivation. This contradicts previous research by Reynaldi Trifando Alaina (2025), which found that rewards mediated the relationship between employee motivation and job satisfaction.

10) The Effect of Punishment on Job Satisfaction Through Employee Motivation

The analysis in this study found that punishment has an indirect effect on job satisfaction through employee motivation. This finding echoes previous research by Sari Nopa Saskia (2024), which found that punishment has a significant and mediating effect on employee motivation and job satisfaction.

4. Conclusion

Based on the general discussion of the research results on "The Effect of the Performance Appraisal System, Rewards, and Punishment on Employee Work Motivation at PT. BPR Nusamba Rambipuji Jember," the following conclusions can be drawn: a) The performance appraisal system does not have a direct influence on employee work motivation, b) Rewards do not have a direct influence on employee work motivation, c) Punishment has a direct influence on employee work motivation, d) The performance appraisal system does not have a direct influence on job satisfaction, e) Rewards have a direct influence on job satisfaction, f) Punishment has an indirect influence on job satisfaction, g) Employee work motivation has a direct influence on job satisfaction, h) The performance appraisal system does not have an indirect influence on job satisfaction through employee work motivation, i) Rewards do not have a direct influence on job satisfaction through employee work motivation, j) Punishment has an indirect influence on job satisfaction through employee work motivation.

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