

THE EFFECT OF REWARD, PUNISHMENT, WORK ENVIRONMENT, INCENTIVES, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE BATU AJI SUB-DISTRICT OFFICE, BATAM CITY

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Abstract

The purpose of this study was to see how rewards, punishments, work environment, incentives, and work discipline impact employee performance at the Batu Aji District Office in Batam City. Employee performance plays an important role in the success of a company, so it is important to understand the components that influence it. This study was conducted quantitatively, and a survey was conducted on fifty employees. The data was analyzed using multiple linear regression after being collected through a questionnaire. The results showed that rewards, punishments, work environment, incentives, and work discipline were significantly correlated with employee performance. While punishment did not have a significant impact on employee performance, rewards, work environment, incentives, and work discipline were proven to have the greatest partial influence on their performance. The results can be used as a recommendation for management to pay more attention to these aspects to improve employee performance at the Batu Aji Sub-District Office.

Keywords: *Reward, Punishment, Work Environment, Incentive, Work Discipline, Employee Performance*

INTRODUCTION

In the public service sector, employee performance is very important in determining how effective and efficient an organization is. Employee performance in government, such as the Batu Aji District Office in Batam City, is very important because it has a direct impact on the quality of services provided to the community. Employee performance can be influenced by many factors, including work environment, incentives, discipline, rewards, and punishments. A deep understanding of these factors can help companies make plans to improve employee performance. Employee discipline is needed to achieve organizational goals, but many leaders cannot change good leadership behavior, rewards, and punishments to improve employee discipline. Rewards and punishments have a positive and significant impact on the work environment. In addition, punishment has an impact on performance because it has an impact on the psychological condition of workers. In terms of rewards and punishments, fair treatment of leaders shows how effectively they objectively enforce the rules of the organization or institution (Alimudin et al., 2020).

Affective, normative, and continuous commitment is influenced by extrinsic rewards, while normative and continuous commitment is influenced by intrinsic and social rewards. Affective commitment benefits organizational performance, while normative and continuous commitment benefits organizational performance (Prastiwi & Bon, 2019). The combination of rewards and punishments is effective in encouraging cooperation and compliance in public sector organizations. Stable and collaborative behavior can result from a combination of ever-changing punishments and subsidies (Huang et al., 2023). Third-party rewards and punishments can improve public cooperation at a lower cost than using just one incentive (Fang et al., 2019). Currently, organizations in Indonesia's public sector have a lower level of service compared to organizations in the private sector. One factor that contributes to the poor performance of public sector employees is the lack of a strict and consistent system of rewards and punishments. Because reward systems are very important in both the private and public sectors, rewards play an

important role in keeping workers motivated and committed to their work. According to social exchange theory, when someone feels valued by their organization, they will show more commitment to that organization in response. It is very important for officials, public managers, and employees themselves to motivate and give proper rewards to civil servants. Rewards and motivation in particular play an important role in the performance of public functions. Therefore, one of the important concepts in public management is linking the right rewards to organizational goals. The ever-increasing demand for high levels of workplace performance. This paradoxical situation thus increases the need to cooperate or work across institutional and industrial boundaries to achieve organizational goals. Understanding how to motivate and reward cooperative behavior. Understanding the impact of human resource management reforms such as performance-based pay on performance behavior (Ingraham & Getha-Taylor, 2014).

The importance and benefits of work discipline on work motivation, rewards for work motivation, work motivation on work performance, work discipline on work performance, and work discipline on work performance through work motivation (Yusshinti et al., 2020). Continuous rewards and punishments do not directly affect employee performance, absorption, and dedication. Instead, they function as an important tool for influencing employee behavior, motivation, and performance. Employee engagement is a multifaceted construct, and influences the overall performance and success of an organization (Layek & Koodamara, 2024). Rewards do not directly affect employee performance, but they do significantly increase employee engagement. Work motivation variables, on the other hand, do not affect employee performance rewards (Siswanto et al., 2021). Employee performance in Indonesia is partially influenced by incentives, work environment, and motivation (Nawang Sari et al., 2016).

Internal and external factors support the organization's ability to achieve its goals. Promotion, initiative, creativity, and rewards are some common ways to encourage employee performance. Human resource development, work environment, and compensation have a positive and significant impact on performance. Human resource development has a positive and significant impact on performance; the work environment has a positive and significant impact on performance; compensation has a positive and significant impact on performance; and the work environment and compensation have a positive and significant impact on job satisfaction (Simanjuntak et al., 2018). The influence of work discipline and work ethic on employee performance: the dominant indicator of work discipline is the level of employee importance, employee performance influences work discipline and work ethic. Work discipline and morale greatly influence performance, both directly and indirectly (Agussalim et al., 2016).

In order to increase worker productivity, salary increases and a system of rewards and recognition are applied, which provide monetary and non-monetary rewards. However, there are doubts about the effectiveness of these measures and how much impact they have on improving employee performance. Employee performance ratings can be statistically influenced by variables and implementation, performance-based incentives, real salaries, the interaction effect of performance-based incentives, and implementation. Thus, performance-based rights must be strengthened by reward and compensation system policymakers (Dizon & Monsura, 2021). The performance of employees in government organizations greatly determines the quality of public services provided to the community. As part of the local government, the Batu Aji District Office in Batam City is responsible for managing and providing various services to residents in the area. Therefore, the optimal performance of employees in this office greatly determines how good the services provided to the community are, such as administrative services and the preparation of population documents.

In this situation, there are many factors that can affect worker performance, and there are many categories that can be used to divide these factors. Some of the important ones are rewards, punishments, work environment, incentives, and work discipline. These five factors influence the level of employee motivation and their level of commitment to the tasks and responsibilities given to them. To achieve company goals and meet community expectations, various factors must be properly managed, which will result in good employee performance. The theory of human resource management that emphasizes the importance of motivation to achieve performance is in line with the importance of human resource management in this government. Motivation, both intrinsic and extrinsic, can be seen from how employees are rewarded or punished according to their performance, how they work in a supportive work environment, and how much they feel valued and incentivized according to what they do. It is very important to maintain a social balance by giving rewards and punishments unfairly (Zhang et al., 2022).

Thus, research on the components that influence employee performance at the Batu Aji District Office in Batam City is very important and relevant. Rewards enhance human subject learning, while punishments only enhance motor performance. In addition, a study shows that rewards and punishments involve different motivational systems with different behavioral effects and neural substrates, as opposed to the effects of reward learning mediated through the dorsal striatum and the effects of punishment performance (Wächter et al., 2009). Rewards are very important for maintaining institutions, while certain levels of punishment ensure that people work well together

(Cong et al., 2016). As a result of the strong level of incentives and associated transaction costs when using performance management systems in the public sector. In an effort to improve the government's ability to achieve desired results, performance management includes various systems, such as management for results, performance statistics systems, performance-based contracts, and performance-based budgeting. In practice, performance management involves varying degrees of incentive intensity, which means that there are possible and certain rewards and/or penalties attached to the achievement of objectives (Musso & Weare, 2020). Many organizations, both in the public and private sectors, use the concept of reward and punishment in human resource management. In this case, an award is an award or reward given to employees in recognition of their good performance. Rewards can be in the form of benefits, promotions, awards, or various other forms of recognition that can increase employee satisfaction with their work. On the other hand, punishment is used to correct behavior that goes against the rules or regulations of the organization. Punishments such as warnings, salary cuts, or other disciplinary actions can occur (Mortimer et al., 2018).

Rewards and punishments have a huge impact on employee motivation and performance. Rewards will encourage employees to maintain or even improve their performance. On the other hand, punishments that are applied fairly and consistently will also reduce the likelihood of bad behavior that can harm the organization and improve employee performance in the long term. However, the challenge faced by employees is that they are unable to maintain or improve. Including in government agencies such as the Batu Aji District Office in Batam City, employee performance is an important component in the success of an organization. Effective human resource management is very important to achieve organizational goals. Employee performance can be influenced by many factors, including compensation, punishment, work environment, incentives, and work discipline. Awards given to employees for certain achievements can increase their enthusiasm for work and improve their performance. On the other hand, sanctions or penalties applied fairly can serve as a reminder to maintain discipline and improve performance. In addition, creating a comfortable and supportive work environment is essential for creating an ideal work environment where employees can do their best work. Providing the right incentives can also be an incentive for employees to achieve better results. On the other hand, high work discipline is very necessary to maintain productivity and efficiency in the implementation of tasks. By understanding how these factors interact, it is hoped that the Batu Aji Sub-District Office can develop effective strategies to improve employee performance.

The work environment is an important factor in determining employee performance. It should be a friendly, comfortable workplace, full of communication (Abekah-Nkrumah & Nkrumah, 2021). The dynamics that are developing in public sector organizations require an understanding of how a good work environment, strong leadership, and a collaborative work culture affect work performance, organizational commitment, and job satisfaction, so that employees can be more productive (Jo, 2025). At the Batu Aji District Office in Batam City, a conducive work environment can include various aspects, such as relationships between employees, adequate work facilities, clear management policies, and support from superiors and colleagues in achieving organizational goals. A good work environment does not only include physical things, such as a spacious workspace and complete equipment, but also things related to mental health. (Chen et al., 2024; Gath-Morad et al., 2024; Yadav et al., 2024). A positive work atmosphere will be generated by harmonious working relationships, mutual respect, and a clear understanding of the responsibilities of each employee (Ravishankar et al., 2014). On the other hand, a poor work environment, characterized by unhealthy relationships between employees, lack of communication, and lack of clarity about roles and tasks to be performed, can reduce employee motivation and performance (Chingan Thottathil & Nandakumar, 2024; Kralikova et al., 2019; Tambunan et al., 2024). Therefore, it is important for the organization to continue to maintain and develop a positive work environment to improve employee performance at the Batu Aji Sub-District Office.

Incentives are a form of stimulus from external sources that are used to encourage employees to do better in their work. Incentives can be money, bonuses, or various other types of rewards given in exchange for good performance (Strang et al., 2016). The right incentives will encourage employees to work harder and smarter to improve results (Kullgren et al., 2016; Ozimec & Lišanin, 2011; Scekcic et al., 2013). At the Batu Aji District Office in Batam City, incentives can be an effective way to encourage employees to be more committed to their duties. Traditional economic theory argues that increased performance and effort are driven by greater financial incentives. However, research has shown that financial incentives can sometimes backfire, especially in tasks that require intrinsic motivation (Promberger & Marteau, 2013; Strang et al., 2016). However, it is important to remember that incentives must be fair, clear, and performance-based. If an employee is given an incentive that is unfair or not commensurate with their performance, it can demoralize them and make the work environment worse. Therefore, objective and transparent performance appraisals should be the basis of the reward policy. In addition, the process

of setting reward standards should involve employees. Rewards increase the appeal of certain stimuli, directing behavior toward them, according to incentive motivation theory. This theory emphasizes the role of cognitive variables such as anticipation and attention in the effectiveness of incentives (Anselme & Tirelli, 2012). Incentives are very effective in changing behavior (Pellerano et al., 2017) However, its design and implementation require careful consideration of the context and how different types of motivation can interact with each other. Knowing how incentives work can help in making plans that are useful for various things, such as increasing productivity in the workplace and community health programs (Bruni et al., 2020). Work discipline is the key to ensuring that employees work well in the company. This includes complying with applicable rules and procedures, adhering to schedules, and fulfilling assigned duties (Salsabilla et al., 2022). Disciplined employees tend to do their jobs better because they follow the rules and are responsible in the workplace (Roshida & Paskarini, 2021). Workers are significantly more disciplined when there is a positive work environment (Farida et al., 2021) It is very important to maintain high performance standards and ensure that tasks are completed on time (Oktari & Suhardi, 2021).

At the Batu Aji Sub-District Office, the implementation of good work discipline will contribute to the creation of a more structured and organized work atmosphere. High discipline among employees will create a sense of mutual respect and increase work productivity. Conversely, a lack of work discipline can lead to irregularities in work, as well as a decline in the quality of services provided to the community. The purpose of this study is to see how five main factors—rewards, punishments, work environment, incentives, and work discipline—affect employee performance at the Batu Aji District Office in Batam City. It is hoped that the results of this study will provide a deeper understanding of how each of these factors contributes to improving or reducing employee performance.

This study will not only help us understand the internal dynamics in the sub-district office, but it will also help develop HR management theory, especially related to the public sector. In the government sector, improving employee performance can have an impact on the internal aspects of the organization and the level of public services received by the community. As a result, it is hoped that this research will be beneficial to the Batu Aji Sub-District Office and local governments in general because they want to improve human resource management to increase the efficiency and effectiveness of public services. In this study, the problem formulation to be discussed is how does compensation impact employee performance at the Batu Aji District Office in Batam City? How does punishment affect employee performance in the workplace? What does the work environment do to influence employee performance? How does the use of incentives correlate with improved employee performance? To what extent is employee performance at the Batu Aji District Office influenced by their work discipline?

METHODOLOGY

In this study, a quantitative approach was used together with a survey. The study involved all employees of the Batu Aji District Office in Batam City. The research sample was taken randomly from fifty employees who were selected based on certain criteria. This study used a quantitative method with a correlational research design. Data was collected through the distribution of questionnaires containing questions about the effect of compensation, punishment, work environment, incentives, and work discipline on employee performance. The purpose of this study was to see how various factors impact employee performance at the Batu Aji District Office in Batam City.

In this study, multiple regression analysis was used to evaluate the relationship between the independent variables (rewards, punishments, work environment, incentives, and work discipline) and the dependent variable (employee performance). Multiple regression analysis is used to determine whether these two variables can have an impact on employee performance simultaneously. Data was collected through a survey distributed to fifty employees at the Batu Aji Sub-District Office. The questionnaire asked about employees' perceptions of rewards, punishments, work environment, incentives, work discipline, and performance. Research Method The questionnaire consists of several parts, such as the Likert Scale, which is used to measure how employees view rewards, punishments, work environment, incentives, and work discipline. The second part measures employee performance by looking at metrics such as productivity, work quality, punctuality, and customer satisfaction (in this case, the community served).

RESULTS AND DISCUSSION

This study examines how employee performance at the Batu Aji District Office in Batam City is influenced by various factors, including compensation, punishment, work environment, incentives, and work discipline. The results of the quantitative analysis show that certain factors have a significant influence on employee performance, while other factors have no significant correlation. The results will be discussed to gain a better understanding of the influence of each variable studied and its impact on management and policies at the Batu Aji Sub-District Office. Based on the results of multiple regression analysis, the following findings were obtained:

Table 1. Results of Multiple Regression Analysis

Variable	Regression Coefficient	Significant Effect
Reward	0,35	Positive
Punishment	0,02	Not Significant
Work Environment	0,41	Positive
Incentive	0,28	Positive
Work Discipline	0,33	Positive

Rewards have a significant positive effect on employee performance with a regression coefficient of 0.35, which shows that the better the reward system that employees receive, the better their performance. Sanctions have no significant effect on employee performance with a regression coefficient of 0.02. Employees do not feel affected in terms of improving their performance even if they are punished. With a regression coefficient of 0.41, the work environment has a significant positive effect on employee performance. Incentives have a significant positive effect on employee performance, with a regression coefficient of 0.28. Employees who receive incentives tend to be more motivated to improve their performance. Work discipline has a significant positive effect on employee performance, with a regression coefficient of 0.28

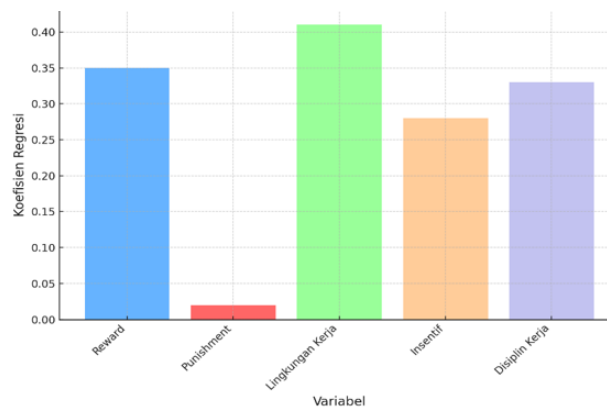


Figure 1. Regression Coefficient Of Influence On Employee Performance

The Effect of Rewards on Employee Performance

One of the things that can make employees more motivated is recognition or rewards. Employees will be more motivated to work better and increase their commitment to their work if they receive recognition for certain achievements. Rewards at the Batu Aji Sub-District Office can be in the form of certificates, benefits, or public recognition. Studies show that employee performance improves when there is a fair and clear reward system. Employees who feel valued tend to be more productive and enthusiastic at work. This study found that rewards have a significant influence on employee performance at the Batu Aji Sub-District Office. Rewards given to employees based on their achievements have been shown to encourage them to work better and more efficiently. As a result of the regression coefficient obtained, the more rewards an employee receives, the better their performance. Herzberg's motivation theory (1959) divides motivational factors into two categories: motivators and hygiene factors. This positive effect is in line with the theory. Reward is one of the motivating factors that can increase job satisfaction and encourage employees to perform better. Employees will feel valued for their work if they receive fair and appropriate compensation. This will encourage them to do their best. However, it is important to remember that the way rewards are given affects their effectiveness. Not only can it reduce the quality of work if rewards are given too often or are not in line with performance. As a result, the Batu Aji Sub-District Office must ensure that the payment system used is in accordance with employee performance and achievements. Fair and equitable rewards will encourage employees to work better and create a competitive work environment.

The Effect of Punishment on Employee Performance

Punishment, although often considered an unpleasant method, can also affect employee discipline and performance. Fair and clear punishment can prevent employees from breaking the rules and increase their compliance

with applicable work procedures. The results showed that sanctions did not affect employee performance at the Batu Aji sub-district office. The results showed that punishment was not effective enough in improving employee performance, even though punishment was used to prevent bad behavior or violations in the workplace. Punishment can cause tension between management and employees and reduce their motivation to work. According to Maslow's theory of motivation from 1943, basic human needs must be met before higher needs can be met. Punishment often focuses more on controlling negative behavior than on increasing employee motivation or satisfaction. As a result, relying too much on punishment as a tool to control employee behavior can lead to dissatisfaction and a lack of enthusiasm for work. However, this does not mean that punishment should not be used in the workplace. Punishment that is applied wisely and measuredly to correct behavior that is detrimental to the organization is still important; however, the method used to apply the punishment is more important. It is best not to use punishment too much or for no clear reason. If employees feel they are being punished unfairly or excessively, they are less likely to be enthusiastic and become dissatisfied with their organization. A study by Roberts and O'Reilly (2015) found that appropriate and non-arbitrary punishment can improve performance because it makes employees feel more responsible.

The Influence of the Work Environment on Employee Performance

It is very important for employees to have a comfortable and conducive work environment. Physical factors such as adequate facilities, sufficient lighting, and clean and comfortable conditions in the office as well as social factors such as relationships between coworkers, support from superiors, and a positive work atmosphere also play a role. In this study, it is evident that the work environment significantly affects employee performance. In a comfortable, safe, and conducive work environment, things such as cleanliness, adequate lighting, and comfortable room temperature, as well as good social relationships between employees can increase enthusiasm and motivation to work. In job characteristics theory, Hackman and Oldham (1976) argue that a supportive work environment can improve worker performance. They argue that a supportive work environment can strengthen the relationship between workers and the tasks at hand, providing conditions that enable workers to perform at their best. This theory is in line with Blau's (1964) social exchange theory, which emphasizes that a good relationship between workers and the work they do can produce better results. To improve employee performance, the Batu Aji Sub-District Office must pay attention to the importance of creating a pleasant work environment. This can be achieved by ensuring that the room is kept clean and comfortable, providing adequate facilities, and creating a positive work culture where employees feel valued and supported by their colleagues and superiors. Having a positive work environment can increase productivity, creativity, and collaboration. Conversely, having a poor work environment can increase stress and decrease work quality.

The Effect of Incentives on Employee Performance

One way to encourage employees to work harder and be more productive is to provide incentives. Incentives can be in the form of bonuses, benefits, or other rewards given based on performance. The use of appropriate incentives can motivate employees to improve their performance and productivity. In addition, incentives have a positive effect on employee performance. This study shows that the provision of incentives, such as bonuses or other rewards, can increase employee motivation to work harder and perform better. Recognition of these achievements can increase employee satisfaction and their loyalty to the company. According to Vroom's theory (1964), if someone believes that their efforts will produce the desired results, such as rewards or incentives, they will be motivated to work harder. Appropriate incentives can be used as a way to reward outstanding achievements and also encourage employees to continue to excel. To avoid injustice among employees, incentives must be in line with employee contributions and the process must be transparent and objective. This will ensure that employees who have achieved will also be motivated to do more. According to research by Porter and Lawler (1968), incentives given to employees can improve their performance if they are considered comparable to the efforts and achievements made.

The Effect of Work Discipline on Employee Performance

One of the important indicators of employee performance is work discipline. Employees who are disciplined in carrying out their duties will find it easier to achieve their goals and do a good job. Work discipline includes adhering to working hours, procedures, and workplace rules. Work discipline is an important component that affects employee performance. The results of this study show that good work discipline improves employee performance. Employees who are disciplined in carrying out their duties, arrive on time, obey organizational rules, and take responsibility for their work tend to perform better. According to Skinner's operant conditioning theory, behavior

that is rewarded or receives positive consequences tends to occur again and again. Good work discipline is behavior that is rewarded, which will ultimately improve overall employee performance. Time management, which is very important for work productivity, is related to education. The Batu Aji Sub-District Office must ensure that all employees follow the rules of discipline. Training, regular supervision, and good examples from superiors can improve the work culture so that it is more productive and professional. A disciplined work culture will result in an organized and effective work environment. Disciplined workers tend to be more productive, responsible, and reliable in their workplace. Factors such as compensation, work environment, incentives, and work discipline have a positive impact on employee performance at the Batu Aji District Office in Batam City. On the other hand, punishment does not have a positive impact on employee performance. Therefore, management must consider more efficient ways to provide salaries, create a more friendly work environment, and provide clear and fair incentives to improve employee performance and motivation. To maintain productivity and order in the workplace, effective work discipline development must also be a top priority. The Batu Aji Sub-District Office has the ability to implement policies that will encourage employees to achieve their best performance, which in turn will improve the quality of public services in the area.

CONCLUSION

The purpose of this study was to evaluate various factors, including compensation, penalties, work environment, incentives, and work discipline, on employee performance at the Batu Aji District Office in Batam City. This study shows a significant relationship between various components and employee performance. This study used a quantitative approach and multiple regression analysis techniques. The results showed that several variables rewards, work environment, incentives, and work discipline have a positive effect on employee performance. This shows that these variables play a major role in improving employee performance. Sanctions or punishments do not have a significant effect, which shows that punishment does not improve employee performance at the Batu Aji Sub-District Office. Rewards serve as an important motivator to improve employee performance. The results of the analysis show that the greater the rewards given, the higher the employee performance. Rewards, which can be in the form of recognition, bonuses, or promotions, can encourage employees to work better and more efficiently. Therefore, one way to encourage employees to improve their performance is to give fair rewards that are in line with their performance. Although punishments are often used as a way to correct bad behavior, they did not show a significant impact on employee performance in this study. This may be because the punishment system used is ineffective or even because employees have negative views of punishment. Often, punishment can reduce employee motivation and even cause stress or feelings of being unappreciated. Therefore, it is important for organizations to evaluate and consider more positive and constructive methods, such as training and rewards, rather than relying on punishment.

It is proven that the work environment affects employee performance. A comfortable, safe, and supportive work environment can increase employee morale and creativity. Factors such as cleanliness, workplace comfort, good relationships between colleagues, and a pleasant work atmosphere can create a productive work environment. This study emphasizes the importance of creating a pleasant and stress-free work environment so that employees can work better and achieve optimal results. Incentives, such as bonuses or other rewards, greatly influence employee performance. Incentives can increase employee motivation and commitment to the organization, and employees who feel valued tend to be more enthusiastic and committed to their work. Therefore, incentives must be given fairly and appropriately, according to the achievements and contributions of employees. Another important factor that influences employee performance is work discipline. Employees who are highly disciplined in carrying out their duties and responsibilities tend to do a better job. Good work discipline includes obeying the rules, arriving on time, and fulfilling the responsibilities associated with their work. By emphasizing the importance of work discipline, companies can create a more orderly and efficient work system. As a result, employees will be more productive. Overall, this study shows that positive and supportive factors, such as work discipline, incentives, rewards, and work environment, have a significant influence on improving employee performance. Therefore, the management of the Batu Aji Sub-District Office must pay more attention to these factors if they want to create a productive work environment and improve overall employee performance.

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