

What is The Impact of Work Motivation on Improving Employee Performance? Case Study in Bank Jatim Internal Audit Division

Salsabila Firdausi Nuzula^{1*)}, Lingga Resvita Irianti²⁾, Dewi Prastiwi³⁾

^{1,2,3)}State University of Surabaya, Surabaya

Email: salsabila.23006@mhs.unesa.ac.id

Abstract. This study aims to describe the effect of reward and punishment on employee performance to understand the impact and effectiveness of the use of these two mechanisms in increasing employee productivity and motivation, and to determine the level of employee motivation at Bank Jatim Internal Audit Division. This type of research is qualitative research by conducting interviews. The findings show that positive motivation in the form of adequate salary, performance-based bonuses, and career advancement opportunities has a greater impact on performance than negative motivation such as punishment, fines, criticism, and reprimands. Respondents stated that fair and clear financial incentives, along with opportunities for career growth and development, provide a strong impetus for employees to improve their productivity and work quality.

Keywords: Work Motivation; Employee Performance; Reward; and Punishment

I. INTRODUCTION

Reward, or 'hadiah' in Indonesian, is a positive stimulus given in response to desired behavior or achieved outcomes. (Kawulur, J., dan Pio 2018). His concept stands as a vital element in the realms of learning psychology and human motivation. Social Exchange Theory posits that actions are likely to be repeated if there's a reward involved; the higher the value of an action to an individual, the greater the likelihood of its repetition. (Prastiwi dkk. 2019). In the realm of education, rewards serve as the gleaming beacon that guides students toward learning and achieving academic excellence. In the professional arena, rewards take the form of bonuses, recognition, or promotions, all aimed at bolstering employee performance and productivity. The significance of rewards extends even into the realm of personal development, where individuals employ them as incentives to reach their everyday life goals or self-improvement milestones. Through consistent and timely reward bestowals, individuals find satisfaction and motivation to continually elevate themselves, inching closer to the pinnacle of success. (Saraswati dan Huda 2023).

Punishment, or *hukuman*, is the shadow cast by unwanted actions or the breach of rules, serving as a reminder of consequences in response to undesirable behavior. (Sardiman 2011). This concept holds great significance within the realms of behavioral psychology and social regulatory systems. The primary objective of punishment is to diminish or eradicate undesirable behavior by imposing unpleasant consequences. Within the realm of learning theories, punishment is perceived as a method to

alter behavior by reducing or eliminating unwanted stimuli. In societal contexts, punishment serves as a tool of social control to uphold order and compliance with prevailing norms. Within the framework of law, punishment also functions as a means of justice enforcement by sanctioning lawbreakers. However, there exists a debate surrounding the effectiveness and fairness of punishment, as well as its long-term impacts on individuals and society. While punishment can serve as a deterrent or behavior corrector, its excessive or disproportionate use may also lead to negative side effects such as traumatization or fostering defiance (Angga Pratama 2022). Thus, a profound comprehension of the concept of punishment is imperative to judiciously evaluate its application, steering behaviors towards a more positive trajectory, and nurturing a just and civilized society.

In the realm of work, rewards and punishments serve as vital instruments in managing employee behavior and fostering desired performance. Rewards, such as performance bonuses, recognition of achievements, or promotions, can serve as powerful incentives for boosting employee motivation and productivity. The judicious use of rewards can also help maintain levels of satisfaction and loyalty among employees toward the company. On the flip side, punishments, such as formal reprimands, salary deductions, or terminations, entail consequences for actions contrary to expected standards or norms. They serve as deterrents and means of enforcing compliance with organizational policies and objectives (Marlinda, Yamali, dan S. 2021), which are utilized to address undesired behavior or rule violations, punishment is often seen as a last resort. Yet, its judicious application can uphold discipline

and ensure adherence to corporate policies. However, it is important to note that an overly authoritarian approach to implementing punishment can generate an unpleasant atmosphere in the workplace and even potentially diminish employee motivation. Hence, harmony and balance between the judicious use of rewards and punishments are key to creating a productive, fair, and motivating work environment (Hafidz dan Wibowo 2003).

The performance of employees is a symphony orchestrated by an array of factors, both internal and external, each playing its part in shaping their motivation, competence, and job satisfaction. Among these factors, one of the key conductors influencing employee performance is intrinsic and extrinsic motivation. Intrinsic motivation encompasses personal satisfaction, interest in the work, and a sense of achievement that emanates from within the employees themselves. (Asryanti, Rusydi, dan Madani 2022). In the meantime, extrinsic motivation entails external incentives such as financial rewards, promotions, or recognition for achievements that can inspire employees to strive harder. Beyond motivation, the competencies and skills of employees also play a crucial role in determining their performance. Appropriate training and development can enhance employees' abilities to effectively and efficiently accomplish tasks. Additionally, support and recognition from superiors and colleagues can also influence employee performance. A positive work atmosphere, cohesive team dynamics, and effective communication can create an environment conducive to optimal performance. Conversely, external factors such as an unstable work environment, unclear policies, or excessive workload can hinder employee performance. (Ikhwana dan Aggraini 2021). By taking into account these various factors and cultivating a conducive work environment, companies can enhance employee performance and achieve their business goals more effectively.

The relationship between rewards and punishments with employee performance is a labyrinth of complexity, intertwining with various facets of the work environment. Rewards wield the power to become formidable catalysts, propelling employees towards heightened performance. When employees feel acknowledged for their achievements, whether through bonuses, recognition, or promotional opportunities, they tend to be imbued with greater motivation to excel and reach set targets. (Dewi, 2016). On the other hand, fair and consistent enforcement of penalties can aid in upholding rules, enhancing discipline, and deterring undesirable behaviors that might disrupt team performance. However, the application of penalties must be done judiciously, as unfair or overly harsh treatment can undermine employees' morale and diminish their motivation to perform. Concurrently, the optimal approach often

involves a balanced combination of rewards and punishments, with an emphasis on fair and consistent recognition and the implementation of proportional and transparent penalties. (Febrianti et al., 2014). By adeptly orchestrating the interplay of rewards and consequences, companies can inspire employees to strive for peak performance while nurturing a positive and empowering work environment.

One of the key factors driving employee performance in the Internal Audit Division at Bank Jatim is the motivation provided by their leaders. Effective leadership recognizes that acknowledging and appreciating employees' contributions is essential to building strong working relationships. Leaders offer motivation through rewards, public praise in front of the team, or opportunities to lead important projects. By presenting challenging yet achievable goals, they help employees feel engaged and excited about achieving shared success. Additionally, leaders who offer continuous support and mentorship can be a powerful source of motivation for employees. Through open communication, leaders assist employees in overcoming obstacles and fully developing their potential. This combination enables leaders to create a motivating work culture, build trust, and encourage employees to reach their full potential. Furthermore, material motivation is also provided to employees. One form of material motivation is a clear and transparent system of incentives and financial rewards. For instance, the company might set bonuses based on achieving individual or team targets. Periodic salary increases or additional benefits can also serve as incentives for employees to continue excelling. By providing fair and adequate financial rewards, the company not only appreciates employees' contributions but also offers incentives to boost their productivity and work quality. This financial motivation can also create financial stability for employees, enhancing job satisfaction and strengthening their commitment to the company. On the other hand, negative motivation can occur when leaders or management use threats, pressure, or excessive criticism as tools to enhance performance. For example, threatening to terminate or reduce employees' salaries if they fail to meet certain targets, or openly criticizing them in front of their colleagues. Such an approach not only creates an unhealthy work atmosphere but can also lead to stress, anxiety, and a decrease in motivation among employees.

When employees constantly feel pressured or threatened, it can significantly disrupt their overall well-being and diminish their productivity. Therefore, it is crucial for leaders and management to steer clear of such negative motivational tactics. Instead, they should prioritize supportive and constructive approaches to foster an environment where their team can perform at its best. By

cultivating a positive and encouraging atmosphere, leaders can enhance both the morale and efficiency of their workforce.

The objective of this research on the effects of rewards and punishments on employee performance is to understand the impact and effectiveness of these mechanisms in enhancing productivity and work motivation. Through this study, researchers aim to identify the types of rewards and punishments that are most effective in achieving specific goals and to evaluate their influence on employee performance. Additionally, the research seeks to explore the effects of implementing rewards and punishments across various contexts, such as different job types, individual employee needs, and organizational cultures. This research also aims to provide practical guidance for managers and organizational leaders in designing and applying effective reward and punishment strategies to boost performance and achieve business objectives. By gaining a deeper understanding of the relationship between rewards, punishments, and employee performance, companies can develop more efficient and sustainable management policies and practices to enhance productivity and employee well-being.

II. RESEARCH METHODS

The research methodology employed in this study is qualitative in nature, focusing on gaining a deep and comprehensive understanding of the issues at hand. Qualitative research aims to grasp the entirety of phenomena experienced by the research subjects, capturing their lived experiences in a holistic manner. This approach relies on descriptive narratives, articulated through words and language, to convey the insights and nuances observed by the researcher.

The data sources encompass both primary and secondary data. Primary data is gathered firsthand by the researcher directly from original sources. Secondary data refers to existing information related to the research subject, readily available for use by the researcher. The data to be collected includes both primary and secondary data, obtained through interviews and observations, using methods such as field research and literature review. Field research involves observation, interviews, and documentation. The interview subjects for this research are employees from the Internal Audit Division of Bank Jatim, holding various positions such as senior auditors with over five years of experience, and junior auditors with one to five years of experience.

The data presentation derived from the problem statement is analyzed using approaches grounded in existing theories. The data analysis techniques involve several steps:

- 1) Data Collection: This is the research phase where the investigator employs scientific methods to systematically gather data for subsequent analysis.
- 2) Data Reduction: This involves simplifying, categorizing, and discarding unnecessary data in such a way that it produces meaningful information, thereby facilitating easier conclusion drawing.
- 3) Data Presentation: This stage entails organizing a set of data systematically and in an easily understandable format, thereby enhancing the potential for drawing conclusions.
- 4) Conclusion and Data Verification: This final step aims to extract meaning from the collected data by identifying relationships, similarities, or differences, and drawing conclusions to address the existing problems (Sugiyono 2017).

III. RESEARCH RESULT AND DISCUSSION

Reward

In line with what Nawawi (2005) Stated, "Reward is the endeavor to cultivate a sense of acceptance and recognition within the workplace. This involves not only the aspect of compensation but also the nurturing of relationships among colleagues, creating an environment where employees feel valued and acknowledged". Managers assess individual performance through both formal and informal evaluations. This dual approach ensures a comprehensive understanding of each employee's contributions and areas for improvement as cited in Koencoro, et al., (2013), rewards can be categorized into two distinct types: extrinsic rewards and intrinsic rewards. Extrinsic rewards are incentives that originate from external sources, rather than from within an individual. These rewards can be divided into financial and non-financial categories. Financial extrinsic rewards include salary, allowances, and bonuses or incentives. Non-financial extrinsic rewards encompass interpersonal recognition and opportunities for promotion. On the other hand, intrinsic rewards are self-regulated and arise from within an individual. These rewards include the sense of completion upon finishing a task, the feeling of achievement when reaching a goal, and the autonomy that comes from having control over one's work.

Punishment

"Punishment serves as a deterrent and corrective measure aimed at reforming employees who violate rules, upholding established regulations, and imparting valuable lessons to offenders" (Mangkunegara 2020). The primary aim of administering punishment is to ensure that employees who violate rules learn their lesson and are deterred from repeating the offense in the future. According to Rivai, as cited in (Koencoro dkk. 2013), the various types of punishment can be described as follows :

- 1) Mild Penalties: These include verbal warnings given directly to the employee, written reprimands, and informal expressions of dissatisfaction.

- 2) Moderate Penalties: These encompass delaying a planned salary increase, reducing salary amounts as per company regulations, and postponing promotions or rank advancements.
- 3) Severe Penalties: These entail demotions or reductions in rank, removal from a position, termination of employment at the employee's request, and outright dismissal from the company.

Work Motivation

Motivation, as defined by Purwanto as cited in Pahlevi (2012) It is "a deliberate effort to influence someone's behavior, inspiring them to take action and achieve specific goals or outcomes". Motivation, according to Hasibuan (2003), serves as the catalyst for a myriad of goals: igniting the fervor and drive within employees, elevating their morale and job satisfaction, boosting their productivity, fostering loyalty and stability within the company's workforce, enhancing discipline and reducing absenteeism, streamlining employee procurement, cultivating a positive work environment and relationships, fostering creativity and employee participation, improving employee well-being, heightening their sense of responsibility towards their tasks, and optimizing the efficiency of resource utilization.

Job Satisfaction

Job satisfaction plays a crucial role in supporting the attainment of an organization's goals. It contributes significantly to organizational effectiveness, igniting enthusiasm and fostering loyalty. Job satisfaction, essentially, is the emotional state of contentment or discontentment with which employees view their work. It mirrors an individual's feelings toward their job, evident in their daily behaviors and attitudes, typically manifested through positive engagement in their tasks.

Job satisfaction acts as the driving force that propels employees to work diligently and serves as a fountain of motivation. Often likened to one's attitude towards one's work, job satisfaction permeates through the very essence of the professional realm, igniting passion and dedication. (Miner dan Moorman, 1998). That stance is construed as the degree of positive or negative sentiment one feels towards a specific object, be it a place, an object, or another individual. Robbins (1996) Defines job satisfaction as the overall attitude and level of positive feelings an individual holds towards their work.

Employee Performance

Employee Performance in line with (Mangkunegara 2009) Is the outcome of an employee's efforts, both in terms of quality and quantity, in fulfilling their responsibilities aligns with the tasks entrusted to them? Several factors can influence an employee's performance, including their abilities and skills, the incentives provided, a

supportive work environment, their enthusiasm, and motivation. (Ulfah dan Prastiwi 2020). It can be concluded that an employee's performance is the culmination of their efforts, encompassing both the quality and quantity of work they've undertaken in fulfilling their responsibilities. This endeavor aims not only to achieve the strategic goals of the organization but also to ensure customer satisfaction and contribute to economic progress.

According to Dharma as cited in Koencoro et al. (2013), there are different ways to measure the quantity, quality, and accuracy of employee performance as follows :

1. Quantity, which is related to the amount that needs to be completed. It's a quantitative measure that involves calculating the process or implementation of activities. This is about the quantity of output produced, so to understand how well an employee is performing compared to the quantity standard set by the company.
2. Quality, which is about the goodness or badness of the outcome, is a quantitative measure reflecting the "level of satisfaction," which is how well a company's solutions are. Even though qualitative standards are hard to measure or define, it's important as a reference for achieving the goals of completing a job.
3. Punctuality, in essence, concerns the alignment with the planned time. It's a unique facet, a quantitative measure depicting the timeliness of completing a task. Here, setting standard times often draws from past experiences or temporal dynamics studies.

How do Rewards and Punishments Impact Employee Motivation and Performance in the Workplace?

The success or failure of a company can be gauged by the performance of its employees. When employees perform well, it positively impacts the company's profit. Achieving optimal performance requires motivation within the employees themselves. Human nature in an organization is characterized by Theory X and Theory Y, as posited by Hasibuan (2003). Theory X assumes negative traits in individuals, such as a dislike for work, lack of ambition, creativity, and laziness. In contrast, Theory Y assumes positive traits, including a strong work ethic, ambition for improvement, creativity, and diligence. Efforts to minimize the influence of Theory X include providing direction, enforcing rules, applying punishment, and creating regulations to ensure the company's goals are met.

Fundamentally, both rewards and punishments are essential to motivate employees to enhance their work quality. These two systems serve as a means for leadership to respond to the performance demonstrated by their staff. Although at first glance their functions appear to be

opposite, they essentially share the same goal: to encourage individuals to become better, more competent, and more responsible with the tasks assigned to them.

Rewards are introduced to motivate individuals to diligently fulfill their responsibilities, based on the belief that rewarding employees for their achievements will drive them to perform at their best. Conversely, punishments are implemented for employees who make mistakes or violate rules, encouraging them to cease deviant behaviors and adopt positive actions. From this statement, it can be concluded that rewards and punishments are used to motivate employees to maximize their performance. Therefore, it is expected that leaders will strive to effectively manage the reward and punishment system.

The research, conducted through interviews with 17 employees holding positions as staff (junior auditors) and supervisors (auditors) with work experience ranging from 1-5 years to more than 5 years, consistently indicates that salary, bonuses, and career advancement play significant roles in motivating employees. The study's findings reveal that salaries aligned with employees' levels of competence and contribution can provide financial satisfaction that fosters intrinsic motivation. Additionally, performance-based bonuses or target achievement incentives can offer a substantial boost, encouraging employees to enhance their productivity and work quality. Equally important, opportunities for growth and development through clear and structured career paths also positively impact employee motivation. By considering these findings, companies can design effective compensation strategies to motivate employees and enhance overall organizational performance.

Several studies have also highlighted that employees can respond positively to criticism and reprimands within the workplace. These studies indicate that when criticism and reprimands are delivered constructively and accompanied by clear feedback, they can motivate employees to improve their performance. Timely and respectfully given criticism can assist employees in addressing mistakes or weaknesses in their work. Furthermore, reprimands aimed at fostering learning and development can encourage employees to seek solutions and enhance their skills. These findings affirm that well-managed criticism and reprimands can be effective tools for maintaining intrinsic motivation and enhancing both individual and team performance. Therefore, the judicious use of criticism and reprimands can become an integral part of a workplace culture that supports continuous growth and learning.

Data analysis employs the triangulation method of sourcing as a means to ensure the credibility of the data. In this study, the primary respondents consist of thirteen (13) Junior Auditors (equivalent to staff level) and four (4) Auditors (equivalent to supervisory level).

Table 1. Table of Source Triangulation

Research Inquiries	Respondent	Respondent's Responses	Model
1. What motivates you to excel in your work at this company?	1	Salary, Bonus, Career, Work Environment, Future.	A motivating factor for working includes salary, bonuses, and career advancement.
	2	Earnings and work experience	
	3	To merely fulfill the job standards required by the company.	
	4	This company offers high welfare benefits and career advancement opportunities.	
	5	he benefits obtained (Salary, Bonus, Health Allowance)	
	6	A broad opportunity for career advancement is provided to all employees.	
	7	Salary, Bonuses and Health Specialties.	
	8	A dynamic job encourages constant	

		innovation and provides added value that can be utilized by the company, along with a conducive work environment.	
	9	A close proximity to home with significant benefits.	
	10	A good image, livelihood needs, and reciprocity for what the company has provided.	
	11	To ensure the company's longevity and continued operation until retirement, it's essential to maintain a positive image.	
	12	Healthy environment and commensurate income.	
	13	Want to make the best contribution to the company and be able to make changes according to the	

		knowledge and abilities possess.	
	14	1. Because the type of work aligns perfectly with his/her passion 2. In this case, the work environment is positive and non-toxic due to the positivity of the people around. 3. The appropriate salary and bonus.	
2. What do you think constitutes an effective form of positive motivation within this company?	1	A healthy work environment atmosphere, leadership, and educated leaders.	The forms of positive motivation provided by the company include salary, bonuses, and career advancement opportunities.
	2	The cohesion of the entire team.	
	3	Coming to work on time and completing tasks diligently and thoroughly.	
	4	The work culture serves as a role model for other units within the organization.	
	5	A good work environment includes the	

		benefits provided.
	6	The company offers a wide-open career opportunity for all employees.
	7	Whatever form it takes, material possessions will greatly impact positively and effectively.
	8	In recognition of the performance exhibited by the employees, there is appreciation from the top management.
	9	A supportive work environment.
	10	Provision of rewards, provision of definite rights and benefits to employees.
	11	Obvious career path.
	12	A spacious discussion room and supportive training.
	13	Working as diligently as possible to achieve the best results.

	14	A positive work environment and fair compensation.	
3. What do you think is an example of negative motivation in this company?	1	Criticism, punishment, and reprimands for self-evaluation.	Negative motivation provided by the company includes criticism, reprimands, fines, warning letters, and punishment.
	2	The oral punishment was administered publicly before the audience.	
	3	Constructive criticism motivates us to strive for improvement in what we do.	
	4	Constructive criticism and reprimands sometimes influence, yet they serve as motivation.	
	5	Fines, warning letters, verbal reprimands.	
	6	Tight weekly monitoring by officials or directors, which instead becomes excessive work pressure and induces stress for some employees.	
	7	Constructive criticism	

		accompanied by suggestions and exemplary examples can be well received, but mere critique without solutions and exemplary examples, in my opinion, is something not worth paying attention to.	
	8	In recognition of the employees' performance, there is appreciation from the leadership.	
	9	Verbal and written reprimands	
	10	The imposition of punishment, verbal warning.	
	11	Constructive criticism and suggestions for performance improvement.	
	12	Constructive criticism or feedback serves as a counterbalance to broaden our insights or perspectives when facing	

		particular circumstances.	
	13	After receiving a reprimand, one will strive to perform better in accordance with management's expectations.	
	14	Criticism is a painful blow, yet it motivates me to strive for improvement.	
4. In your opinion, does positive or negative motivation have a greater impact on your performance? Why?	1	In a balanced measure, both positive and negative motivations equally influence.	Positive and negative motivation both impact performance, but positive motivation has a greater influence because it provides more encouragement and enthusiasm for work than negative motivation.
	2	Influencing workplace positivity with solid colleagues and positive motivation boosts morale and productivity.	
	3	From my perspective, factors such as positive or negative motivation don't	

		significantly affect my work performance quality.
	4	Influential, yet controllable from my perspective, as everything aims for the best of the company.
	5	Positive motivation, as a result of a supportive work environment and the benefits received, fosters a sense of enthusiasm for work, thereby enhancing performance even further.
	6	Yes, positive motivation has a greater influence on performance because the positive elements received by employees have a stronger impact on their morale, leading to increased productivity.
	7	Because work is often seen as a

		monotonous routine, requiring motivation to engage in it; positive motivation enhances work enthusiasm, while negative motivation renders it less enjoyable, inevitably influencing the quality of outcomes produced.
	8	Both factors influence, where positive recognition and appreciation from the company create intrinsic value, while negative motivation enhances the effectiveness of work quantity.
	9	Indeed, when positive motivation is present, it fuels enthusiasm at work, thereby influencing office performance.

	10	Yes, because it allows me to understand my abilities.
	11	Yes, because motivation is a form of thinking from a different/wider perspective.
	12	Positive motivation, as I can calmly develop my potential without feeling pressured.
	13	Yes, it has a significant impact on performance as it makes work better.
	14	Yes, but not significantly, performance depends on each individual; for me, what influences performance is the definition of my work goals, if it's for positive purposes (worship, honoring parents, etc.), performance will surely be stable,

		even increasing, while motivation is just one tool to boost performance.	
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IV. CONCLUSIONS

The conclusion drawn is that the majority of respondents assert that positive motivations such as adequate salaries, performance-based bonuses, and opportunities for career advancement have a greater impact on performance than negative motivations such as punishment, fines, criticism, and reprimands. Respondents state that fair and transparent financial incentives, coupled with opportunities for growth and career development, provide a strong impetus for employees to enhance their productivity and work quality. Additionally, they assess that approaches that prioritize coaching and empowering employees, such as providing constructive feedback and support in skill development, are more effective in fostering sustainable motivation and performance. These findings underscore the importance of management strategies focused on strengthening positive motivation in creating a productive and satisfying work environment for employees.

Based on the researchers' findings, the following recommendations are proposed:

1. Due to constraints in research time and available resources, this study is confined solely to the employees of Bank Jatim's Internal Audit Division. Hence, future research endeavors can broaden the scope of the sampling area.
2. Future researchers may incorporate additional research variables deemed pertinent to assess the impact of employee performance.

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