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The Effect of Rewards, Punishment and Work Discipline on Operational Employee Performance at J&T Express Bandung Greater Operational Area

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Abstract: Technological developments in the digital era have transformed consumer purchasing behavior. People are now increasingly savvy in utilizing technological advancements, requiring companies to maintain and improve employee performance to keep pace with these changes. Employee performance is a crucial factor for business sustainability, as human resources, or human capital, are a company's primary asset. Employees play a key role in achieving the organization's vision and mission. However, some companies still fail to recognize the strategic value of employees as an asset. The purpose of this study is to analyze the influence of rewards, punishments, and work discipline on the performance of J&T Express employees in the Greater Bandung Operational Area. The research method is quantitative associative, the sampling technique used in this study is non-probability sampling, the data analysis test of this research uses Multiple Linear Regression analysis, Determination Coefficient, Goodness Fit Model Test (F Test), Individual Significance Test (t-Statistic Test), The results of the research show that Rewards, Punishment, and Work Discipline Influence have a significant effect on the Performance of J&T Express Operational Employees in the Greater Bandung Operational Area.

Keywords: Rewards, Punishment, Work Discipline, Performance Employees

INTRODUCTION

Technological developments in the digital era have transformed consumer purchasing behavior. Consumers are increasingly discerning in utilizing technological advancements, requiring companies to maintain and improve employee performance to keep pace with these changes. Employee performance is crucial for business sustainability, as human capital is a company's primary asset. Employees play a key role in achieving the organization's vision and mission. However, some companies still fail to recognize the strategic value of employees as assets. This is evident in research showing that many companies' accounting reports treat employees not as investments but as expenses, leading to distortions in financial reporting (Safarida & Siregar, 2020). Even if a company's facilities or technology are inadequate, quality

human resource management still enables companies to survive and thrive amidst increasingly fierce competition (Rusman, 2022).

To build customer trust, J&T Express must ensure punctuality, delivery security, and service quality. These three aspects are highly dependent on the performance of its employees. The level of customer trust can be seen from the number of complaints received; the higher the number of complaints, the greater the indication of dissatisfaction and the potential for a decline in trust. At J&T Express itself, frequent complaints include exceeding the SLA, packages not received, missed routes, and drop-off service. The large number of complaints indicates a discrepancy in employee performance in providing services. To improve performance, particularly in the Greater Bandung operational area, the company has implemented a reward system in the form of additional fees for employees who achieve targets, and punishment in the form of fines for employees who commit violations that result in complaints. Rewards are a form of company appreciation for employee contributions and dedication (Apriyanti et al., 2020), while punishment is a sanction given to employees to prevent repeat violations (Ramli, 2019; Dunija, 2016). Through the implementation of rewards and punishments, the company hopes to improve work discipline, minimize operational errors, and maintain customer trust in J&T Express services.

The reward and punishment process is periodically evaluated through assessments at each cutoff period to determine whether the policy is effective in improving the performance and discipline of operational employees according to established standards. This evaluation can be seen from the number of customer complaints regarding the delivery process. Based on data from the last six months, the number of complaints in the Greater Bandung operational area reached 6,909, an increase from the previous period of 5,140. This increase in complaints indicates a decline in operational employee performance, resulting in customer dissatisfaction with J&T Express services. The high number of complaints is inversely proportional to the achievement of operational employees' Key Performance Indicators (KPIs). The more complaints, the lower the KPI score. KPIs are used by J&T Express as an instrument to ensure that every operational process runs according to predetermined targets and standards. Therefore, the success of KPI implementation depends heavily on consistent strategy implementation and maintaining good performance (Ramadian, 2021).

To achieve the targets of each point above, it is necessary for every operational employee to be able to carry out work discipline towards existing operational standards and also comply with the rules that apply at J&T Express. Work discipline is one of the important things in carrying out activities in a company, the better the employee's work discipline attitude, the higher the work effectiveness they achieve. Good discipline reflects an employee's sense of responsibility for the tasks assigned to him, this encourages enthusiasm in work, work passion and supports the realization of company goals. According to Ajabar (2020) states that "Work discipline is a tool used by managers to change a behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms.

Awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. He will obey/do all his duties well, not on the basis of coercion. Willingness is an attitude, behavior and actions of a person in accordance with organizational regulations, both written and unwritten. Employee work discipline towards operational standards and applicable rules will greatly influence the achievement of the set targets, basically if all employees can be disciplined towards operational standards and existing rules then the performance achievement targets will be achieved but in reality what happened based on the data obtained the provision of rewards and punishments as well as work discipline in the operational employee environment is still found some employees who cannot achieve

the achievement targets, from this matter must be immediately fixed so that the achievements targeted by the company can be achieved.

One of the reasons why companies provide rewards and punishments is to maintain the performance of operational employees. These rewards and punishments are expected to be able to boost the work spirit of operational employees in achieving the targets that the company has set. In addition, the provision of rewards and punishments is also expected to ensure that operational employees can be disciplined in their work, especially in implementing the SOPs set by the company and can be organized in accordance with the rules that apply in the company.

Regarding the company's targets that have been set and improvement efforts by providing rewards and punishments, it appears that there is still a decline in operational performance assessments from what is expected, the achievement of employee assessments in the field has not been able to meet company expectations through the targets made. According to Ahmad Azmy (2022) that rewards partially affect employee performance and also have a simultaneous effect with organizational commitment variables, then according to Evi Sofiati (2021) Punishment affects employee performance, so that if the Punishment given is appropriate, employee performance will also increase and work discipline according to Ery Teguh Prasetyo, Puspa Marlina (2019) Based on the results of the study, it shows that discipline has a positive and significant effect on employee performance. In addition, in other studies, it is known that rewards according to Eko Wahyu Hidayat Udjut Saputra, Mei Indrawati, Woro Utari (2021) giving rewards does not have a significant effect. According to Liviani C. Tahupiah, Christoffel Kojo, Jacky S. B. Sumarauw (2019) that partially Punishment does not have a positive and significant effect on Employee Performance at PT. PLN (Persero) Manado Area. Meanwhile, work discipline partially has no significant effect on employee performance, as revealed by Syafruddin Kitta, Nurhaeda, Muhammad Idris (2023).

METHOD

In this study, the method used is quantitative and verification research through verification and descriptive methods. The verification research method is used to determine and examine the magnitude of the influence of how rewards, how punishments, how work discipline and how they affect the performance of operational employees at J&T Express operational area of Bandung Raya. Researchers used a cross-sectional time. The research sample was 55 samples of operational employees with permanent status. The analysis used was Correlation Test, Multiple Linear Regression, Determination Coefficient, Goodness Fit Model Test (F Test), Individual Significance Test (t-Statistic Test).

RESULTS AND DISCUSSION

Respondent Overview

Table 1. Respondent Characteristics by Gender

Gender	Frequency	Percentage (%)
Male	52	94,55
Female	3	5,45
Total	**55**	**100%**

Source: Processed questionnaire data

Thus, the majority of J&T Express employees are male. This is because the company is engaged in package delivery/distribution so it requires more male workers.

Table 2. Respondent Characteristics Based on Age

Age	Frequency	Percentage (%)

<20 Year	15	27,27
20 - 30 Year	29	52,73
>30 Year	11	20,20
Total	**55**	**100%**

Source: Processed questionnaire data

Most of J&T Express employees are aged 20-30. This indicates that this age group is productive and typically has a high level of commitment to the company.

Table 3. Respondent Characteristics Based on Last Education

Last Education	Frequency	Percentage (%)
Senior High School	27	49,09
Diploma	22	40,00
Bachelor	6	10,91
Total	**55**	**100%**

Source: Processed questionnaire data

J&T Express employees tend to have a from the description above, the majority of J&T employees who were respondents had a high school/vocational school education. This indicates that the company does not require employees with higher education, as they do not require specialized knowledge and skills.

Table 4. Respondent Characteristics Based on Length of work

Last Education	Frequency	Percentage (%)
<2 Year	22	40,00
2 - 4 Year	25	45,45
>4 Year	8	14,55
Total	**55**	**100%**

Source: Processed questionnaire data

J&T Express employees Having worked for 2 - 4 years, this shows that the employee feels that their work environment suits them.

Validity Test

Table 5. Validity Test Results Regarding Reward Item-Total Statistics

Statement	R count	R table	Description
VAR00001	.710	0,2656	Valid
VAR00002	.431	0,2656	Valid
VAR00003	.819	0,2656	Valid
VAR00004	.805	0,2656	Valid
VAR00005	.585	0,2656	Valid
VAR00006	.557	0,2656	Valid
VAR00007	.676	0,2656	Valid
VAR00008	.384	0,2656	Valid
VAR00009	.469	0,2656	Valid
VAR00010	.399	0,2656	Valid
VAR00011	.159	0,2656	Valid
VAR00012	.629	0,2656	Valid

Source: Processed questionnaire data

Table 6. Validity Test Results Regarding Punishment Item-Total Statistics

Statement	R count	R table	Description
VAR00001	.743	0,2656	Valid
VAR00002	.475	0,2656	Valid
VAR00003	.829	0,2656	Valid

VAR00004	.802	0,2656	Valid
VAR00005	.520	0,2656	Valid
VAR00006	.553	0,2656	Valid
VAR00007	.693	0,2656	Valid
VAR00008	.425	0,2656	Valid
VAR00009	.456	0,2656	Valid
VAR00010	.376	0,2656	Valid
VAR00011	.714	0,2656	Valid
VAR00012	.680	0,2656	Valid

Source: Processed questionnaire data

Table 7. Validity Test Results Regarding Work Discipline Item-Total Statistics

Statement	R count	R table	Description
VAR00001	.743	0,2656	Valid
VAR00002	.475	0,2656	Valid
VAR00003	.829	0,2656	Valid
VAR00004	.802	0,2656	Valid
VAR00005	.520	0,2656	Valid
VAR00006	.553	0,2656	Valid
VAR00007	.693	0,2656	Valid
VAR00008	.425	0,2656	Valid
VAR00009	.456	0,2656	Valid
VAR00010	.376	0,2656	Valid
VAR00011	.714	0,2656	Valid

Source: Processed questionnaire data

Table 8. Validity Test Results Regarding Employee Performance Item-Total Statistics

Statement	R count	R table	Description
VAR00001	.520	0,2656	Valid
VAR00002	.582	0,2656	Valid
VAR00003	.697	0,2656	Valid
VAR00004	.750	0,2656	Valid
VAR00005	.639	0,2656	Valid
VAR00006	.714	0,2656	Valid
VAR00007	.746	0,2656	Valid
VAR00008	.396	0,2656	Valid
VAR00009	.493	0,2656	Valid
VAR00010	.393	0,2656	Valid
VAR00011	.524	0,2656	Valid

Source: Processed questionnaire data

Reliability Testing

Table 9. Reliability Test Results for Variables X1, X2, X3 and Y

Reliability Statistics

Variabel	Cronbach's Alpha	N of Items
Reward	0,868	12
Punishment	0,893	12
Work Discipline	0,878	11
Employee Performance	0,936	11

Source: Processed questionnaire data

Multiple Linear Regression Test

Table 10. Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.863	3.245		1.807	.077
	X1	.399	.088	.494	4.545	.000
	X2	.225	.097	.252	2.321	.024
	X3	.158	.073	.209	2.167	.035

a. Dependent Variable: Y

Based on the output above:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 \, e$$

$$Y = 5{,}863 + 0{,}399X_1 + 0{,}225X_2 + 0{,}158X_3 + e$$

Information :

1. The constant value is 5.863 and is positive, indicating no change in the reward, punishment, and work discipline values, thus employee performance is 5.863.
2. The reward value is 0.399, indicating a positive trend. Therefore, if constant k increases, employee performance will increase by 0.469 times.
3. The punishment value is 0.225, indicating a positive trend. Therefore, if punishment increases, assuming the reward and work discipline values remain constant, employee performance will increase by 0.225 times.
4. The work discipline value is 0.158, indicating a positive trend. Therefore, if work discipline increases, assuming the reward and punishment values remain constant, employee performance will increase by 0.225 times.

Thus, if there is an increase or decrease in rewards, punishments, and work discipline, it will affect the level of employee performance.

Correlation Coefficient Analysis and Determination Coefficient

Table 11. Correlation Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803[a]	.645	.624	4.52739

a. Predictors: (Constant), X3, X1, X2

The multiple correlation coefficient value of reward (X_1), punishment (X_2), and work discipline on employee performance is 0.803, indicating a very strong relationship because it is between 0.800 – 1.00.

To determine the influence of rewards (X_1), punishment (X_2), and work discipline (X_3) on employee performance (Y), a Coefficient of determination analysis can be used, which can be seen in Table 4.29, which is 0.645 or 64.5%, while the remainder is influenced by other unmeasured factors such as the work environment and compensation.

Hypothesis Test (t-Test)

Table 12. Hypothesis Testing

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.863	3.245		1.807	.077
	X1	.399	.088	.494	4.545	.000

X2	.225	.097	.252	2.321	.024
X3	.158	.073	.209	2.167	.035

a. Dependent Variable: Y

From the statistical t-test calculation for rewards in Table 4.30 above, the calculated t = 4.545 is greater than the calculated t = 2.006 with a significance value of 0.000 < 0.05. Therefore, Ho is rejected and H1 is accepted. This indicates a positive effect between rewards and employee performance.

From the statistical t-test calculation for punishment in Table 4.30, the calculated t = 2.321 is greater than the calculated t = 2.006 with a significance value of 0.024 < 0.05. Therefore, Ho is rejected and H1 is accepted. This indicates a positive effect between punishment and employee performance. This indicates that good and satisfying punishment will improve employee performance.

From the statistical calculation of the t-test for work discipline in Table 4.30, tcount = 2.167 is greater than ttable = 2.006 with a significance value of 0.035 < 0.05, so Ho is rejected and H1 is accepted. This means there is a positive influence between work discipline and employee performance. This indicates that good work discipline will improve employee performance.

Simultaneous Hypothesis Test (F Test)

Table 13. Simultaneous Hypothesis Test (F Test)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1898.387	3	632.796	30.872	.000[b]
	Residual	1045.358	51	20.497		
	Total	2943.745	54			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

With the help of computer processing based on SPSS 26 calculations, the calculated F was 30.872. While the Ftable value with a degree of freedom of numerator 3 and denominator 64 at α (0.05) was 2.79. Thus, the calculated F (30.872) > Ftable (2.79), so it is clear that H0 is rejected and Ha is accepted. This shows that reward (X_1), punishment (X_2), work discipline (X_3) have a simultaneous effect on employee performance (Y).

CONCLUSION

The results of the hypothesis test concluded that there is a positive influence between rewards and employee performance. This can be enhanced if an employee receives a reward from the company. Rewards can influence employee performance because they satisfy a number of needs that employees strive to fulfill through their choices of work-related behaviors. When employee satisfaction is met, their commitment to their work increases.

The results of the hypothesis test concluded that there is a positive influence between employee punishment and employee performance. Punishment generally makes employees rethink, fear breaking rules, and motivate them to improve or maintain good performance to avoid sanctions. This indirectly encourages the achievement of organizational goals. The hypothesis test results concluded that there was a positive effect between work discipline and employee performance. This shows that good work discipline will improve employee performance.

The results of the hypothesis test concluded that rewards, punishments, and work discipline have a simultaneous effect on employee performance, because all three are motivational tools and management controls that encourage employees to work better, obey

the rules, and increase overall productivity and work quality, although their effectiveness depends on fair and targeted implementation.

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