

## **Work Environment, Reward and Punishment for Employee Productivity: Evidence from Indonesia**

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### **Introduction**

Human resource management is a field of management that specifically regulates human relationships and roles in companies or in organizations. Unusr human resource management is a human being who is a workforce in the company. Thus the main focus that human resource management should pay attention to is issues related to human labor. Humans always play an active and dominant role in every organizational activity, because humans become actors and determinants of the realization of organizational goals. Goals will not be possible to achieve without the active role of employees even though the company is supported financially and even very sophisticated equipment. equipment owned by the company has no benefit if the active role of Human Resources is not included.

Employees or employees are the main assets of the company that become planners and active actors of every organizational activity. Managing employees or employees is very complex because they have different characteristics from one employee to another employee who is below the organization. Employees cannot be fully managed and controlled like managing other resources in the company. According to (Hasibuan, 2018) Human resource management is the science and art of managing the relationships and roles of the workforce to effectively and efficiently help realize the goals of the company, employees and society.

To achieve high productivity, in addition to adaptability, a work environment that is able to support the processing of an individual's ability to carry out the production process is needed, where productivity can reflect the effectiveness and efficiency that will be carried out by the company (Atmosoeprapto, 2000).

Goals can be achieved if employees in the company can carry out their work well. The success or failure of existing work in the organization or company is largely determined by whether or not human resource management is carried out. If this happens, it will create a cycle that benefits both parties and the work environment will determine the level of employee satisfaction in completing work (Moussawi, 2009).

The provision of rewards and punishments must be done by the company with screens and fair to employees. Companies cannot reward and punish based solely on likes or dislikes. Unfair rewards and punishments will cause social jealousy that arises among employees so that it will trigger negative work relationships and certainly have an impact on employee performance. (Suryadilaga DKK, n.d.)

By looking at the background described above, the author uses theoretical studies that are the basis for measuring the relationship between the three variables in the study. The basis of reference is the theory of Human Resource Management put forward by experts, one of which is opinion (Sofyandi, 2014) Understanding Human Resource Management is a strategy in implementing planning, organizing, leading and controlling management functions in every activity or operational function of Human Resources starting from the process of withdrawal, selection, training and development, Placements that include promotion, demotion and transfer, performance appraisal, compensation, industrial relations, to termination of employment, aimed at increasing the productive contribution of the organization's

human resources to the achievement of organizational goals more effectively and efficiently.

Employee Productivity contains philosophical understanding, definition of work and operational technical, philosophically, productivity contains a view of life and mental attitude that always strives to improve the quality of life. Today's situation must be better than yesterday, and tomorrow's quality of life must be better than today. Such a view of life and mental attitude will encourage humans not to be satisfied quickly and will

continue to improve their work ability. For the definition of work, productivity is a comparison between the results achieved (output) with the overall resources (inputs) used per unit of time, this work definition contains methods or methods of measurement, although theoretically it can be done but in practice it is difficult to implement, because the input resources used generally consist of many kinds with different proportions (Hasibuan, 2010).

The company can develop is the desire of every individual in the company, so it is hoped that with these developments the company will be able to compete and keep up with the times. Therefore, the goals expected by the company can be achieved well. The extent to which the company's goals have been achieved can be seen from how much the company meets its environmental demands. Meeting environmental demands means being able to take advantage of opportunities and/or overcome challenges or threats from the company's environment. The company must be able to carry out various activities in rare face or meet the demands and changes in the corporate environment. Coaching and developing new or old employees in the company is one of the activities in order to adapt to changes and employee development. (Dofa Ariska Wibowo, 2015).

Increasing employee productivity in an organization or company theoretically or empirically can be influenced by several important factors both in general and contingency. But in this study the author focuses on several important variables, namely work environment factors, reward, punishment.

Some previous research studies such as (Arik Irawati, 2016), The Effect of Reward and Punishment on Employee Performance of PT Sumber Alfaria Trijaya Jepara, The results of Reward and Punishment research have a positive and significant effect on employee performance. (Ipung Safitri Prasetyanti, 2016) The Influence of the Work Environment, Motivation, and Reward on Employee Performance, The results showed that the three variables tested had a positive and significant effect on employee performance. (Nur Rahmatika Pertiwi, 2017), The Effect of Punishment and Reward Programs in increasing employee work productivity According to the Islamic Perspective on BPJS Employment Bandar Lampung, Based on the results of the study, rewards have a partial effect on the work productivity of BPJS Employment Bandar Lampung employees, while Punishment does not have a partial effect on employee work productivity at BPJS Ketenagakerjaan Lampung. (Tresia Karli Kawulur, 2018), The Effect of Reward and Punishment on Employee Loyalty at PT Columbia Perdana Manado Branch. From the results of research using descriptive analysis shows that in general the provision of rewards on loyalty has a very significant effect, while punishment does not have a significant effect on the loyalty of employees of PT Columbia Perdana Manado Branch.

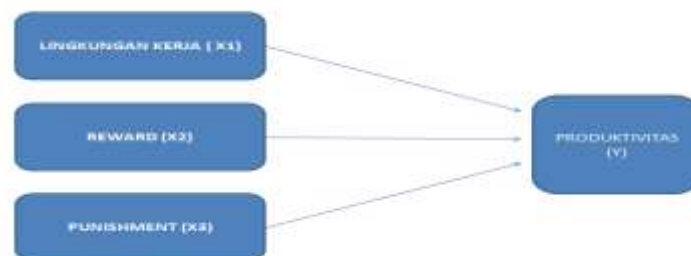
The purpose of this study is solely to examine the influence between work environment variables, rewards and punishments on work productivity both simultaneously and partially. In this case, increasing employee productivity and creating human resources

with optimal performance is the most realistic thing to do in Indonesia than having to compete to reduce company expenses.

PT Saronde Sukses Mulia Gorontalo is a private company engaged in retail daily goods (minimarket) and produces typical Gorontalo food and cakes such as pia saronde, saronde bread with various types and flavors available then marketed at its own minimarket outlet called Omart Minimarket. This company has several outlets spread across several regions in Gorontalo Province. The implementation of the work environment, reward and punishment at PT Saronde Sukses Mulia is a full concern for managers, in order to meet operational standards as well as to actively move to increase employee loyalty and productivity. For some employees who are not used to the strict supervision system with the application of rewards and punishments, most of them feel pressured but some other employees consider it as a motivation to improve their services. So in this study, researchers want to know what kind of effects will be caused when there is an implementation of the work environment, rewards and punishments on the productivity of employees of PT Saronde Sukses Mulia located in Gorontalo Province, so the author is interested in re-researching for the reasons above the author uses indicators different from previous studies. The following is the title of the research to be studied, namely "The effect of the work environment, reward and punishment on employee productivity.

## METHOD

As already mentioned that the purpose of this study is to determine the relationship or correlation and find out the magnitude of the relationship between the Work Environment, Reward (Reward) and Punishment (punishment) with work productivity. Therefore, the method of data analysis techniques used in hypothesis testing is multiple regression analysis.



Picture 1: Conceptual Framework

Multiple regression analysis is a development of simple regression analysis. The use is to predict the value of the dependent variable ( Y ) if the variables are at least two or more. Therefore, this analysis technique is used to determine the form of relationship and the magnitude of the influence of Work Environment variables (X1), reward (X2) and punishment (X3) on employee performance productivity (Y). The form of the regression equation sought is:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3.$$

The equation formula for the four independent variables will be made using a computer application called SPSS statistic with the following information:

X<sub>1</sub> = Work environment

X<sub>2</sub> = Reward

X<sub>3</sub> = Punishment

a = Constant

y = Work Productivity

### Work Environment

According to (Widari & Indartono, n.d.) defines that Work Environment It means the overall tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as a group. (Wulandari, 2017) explained that the work environment is an environment where employees do their daily work. The work environment is one of the most important functions in human resource management (HRM). The work environment is all conditions that exist in the workplace that can affect employees either directly or indirectly, besides that the work environment is a community where humans gather in a diversity and in changing situations and conditions that can affect employee performance. The work environment can also be interpreted as the overall facilities and infrastructure around employees who are doing work that can affect the implementation of work, this work environment includes workplaces, facilities, and work aids. Cleanliness, lighting, tranquility, including work relationships between people in the place (Sutrisno, 2010), (Darman Syarif, 2015) According to Sarwono, the Work Environment is an environment where employees or employees do their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. . (Komarudin, 2011) Work Environment is the social, psychological and physical life in organizations that affects the work of employees in performing their duties. According to (Alex S. Nitisemito, 2002) the work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned to them. To increase individual productivity while increasing organizational or company productivity, the working environment must be as comfortable as possible. The state of a good work environment provides comfort to the human resources who work in it, so they feel excited, passionate and get satisfaction at work.

### Reward

Reward (Award) is an appreciation in the form of material or speech given for the success or achievements that have been achieved. While the definition of reward according to experts, as follows. (Ramayulis, 2008), Reward is a reward given for good deeds or things that have been done. (Triton, 2015), Reward is an effort made by management to improve job performance, motivation, job satisfaction of employees. According to ( Winda Sri Astuti, HermanSjahrudin, 2018) Reward is an effort to foster a feeling of acceptance (recognition) in the work environment, which touches aspects of compensation and aspects of relationships between workers with one another. Managers evaluate individual performance results both formally and informally. According to (Djamarah, 2008), Reward is giving something to others as an appreciation or memory – a memory or cendramata. Award is a reward given to motivate employees to have high productivity (Tohardi, 2002), Award is an incentive that links pay on the basis of being able to increase employee productivity to achieve competitive advantage (Hendri Simamora, 2004) The word reward comes from English, if interpreted in Indonesian means gifts, awards, and rewards. Reward or award is a form of appreciation for an achievement given in the form of material or speech. In organizations there is an incentive term, which is an award in the form of material and non-material given by the head of the company organization to employees so that they work by making high motivation capital and achievement in achieving the goals of the company or organization.

### Punishment

(Molee, 2017) Punishment is a threat of punishment that aims to improve violator employees, maintain applicable regulations, and provide lessons to violators (Mangkunegara, 2009). Basically, the purpose of giving punishment is so that employees who violate feel deterred and will not repeat again. Punishment is an act, in which we consciously and intentionally inflict pain on others, who both physically and spiritually have weaknesses compared to ourselves, and therefore we have a responsibility to guide and protect them. Before education experts discuss the issue of punishment, in Islam first discuss it. Ivancevich, Konopaske and Matteson in Gania (2006: 226), punishment is defined as the act of presenting unpleasant or undesirable consequences as a result of certain behaviors.

(El Thorndike, n.d.) Suggesting that punishment imposes its effect on behavior by weakening the relationship between stimulus and response, he later reviewed the statement. He added that the sentencing bias appeared to undermine the response, it was an indirect impact. Punishment is an unpleasant consequence of a particular behavioral response or the removal of a desired form of reinforcement due to a particular behavioral response. According to (Purwanto, 2005) the meaning of punishment is suffering given or caused intentionally by someone after a violation, crime, or mistake.

#### Work Productivity

According to (Sinungan, 2005), work productivity is also defined as an act of efficiency in producing goods or services. (Simanjuntak, 2012) suggests that philosophically, productivity contains a view of life and mental attitude that always tries to improve the outlook on life and mental attitude that always tries to improve the quality of life. Today's situation must be better than yesterday, and tomorrow's quality of life must be better than today. Such mental views and attitudes will encourage humans not to be satisfied quickly, but continue to develop themselves to improve their abilities so that high productivity will be produced. input resources can consist of several production factors, such as: land, buildings, machinery, equipment, raw materials and human resources themselves. (Yuniarsih, 2009) suggests that work productivity can be interpreted as concrete (product) produced by individuals or groups, during a certain unit of time in the work process. In this case, the higher the product produced in a shorter time, it can be said that the level of productivity has a high value and vice versa.

Therefore, measuring the level of productivity is not easy, in addition to the many variables that must be measured, also the measuring instruments used also vary. The level of work productivity by PT. Saronde Sukses Mulia Gorontalo is work performance, discipline, efficiency, effectiveness, innovation, motivation, creativity, benefits, speed and skills, education and training, work environment, cooperation, reward, punishment and responsibility. From various understandings and definitions, it can be concluded that what is meant by work productivity is the value measured by work performance achieved values or results of work carried out by an employee measured in terms of work techniques (skills and skills), quality of work, initiative initiatives, and attitudes towards work. Limits on productivity are commonly viewed from various points of view, depending on the goals of each organization (e.g., for profit or for customer satisfaction, also depending on the form of the organization itself (e.g., public versus private organizations, business organizations versus social and religious organizations). Various expressions such as output, performance, efficiency, effectiveness and bang for the buck, are often associated with productivity. In general, the notion of productivity is put forward by people by showing the ratio of output to input. Inputs can include production costs and equipment costs. While output can consist of sales, earnings, market share, and defects. Even those who look

at performance by placing emphasis on efficiency values are measured as the ratio of output and input

#### Data sources

The data source used in this study uses data that is data obtained directly from the object of research through questionnaires to respondents, and data that m ekunder Existing data on the object of research or data from research that has been done before, where the data is sourced from company documents or other organizations or institutions, which are considered related or relevant to the problem discussed.

Data Collection Techniques are carried out by field studies (Field Research there is data collection carried out directly on the object of research which aims to explore information and data as needed with the problem under study. Field studies are conducted through: obconservation, wawancara, documentation, and kuisioner.

#### Population and Sample

The population in this study is all staff employees who work at the research location, namely at Omart Djalaludin Airport, Omart Limboto, Omart Pentadio, Omart Andalas, Omart Style, Omart Bugis Village with a total of 75 employees.

While the sample is part of the population, considering that the analysis method used in this study is a path analysis that requires a minimum sample of 75 respondents, considering the time and cost, the researcher took a sample with a quota of 75 respondents of PT SARONDE SUKSES MULIA employees in Gorontalo Province. So the sampling method is used quota sampling method (Sugiono, 2009).

Based on the results of partial significance tests on the first and second structural, the results of hypothesis testing can be described as follows:

#### Work Environment to Work Productivity

##### Hypothesis I

Work Environment ( $X_1$ ) has a positive but not significant effect on Employee Work Productivity. The hypotheses tested are:

$$H_0 : b_1 = 0$$

$$H_1 : b_1 \neq 0$$

Based on the calculation of the work environment regression coefficient model to work productivity of 0.205 with a significant value = 0.056 greater  $\alpha$  value = 0.05. Because the significant value is greater than the value of  $\alpha = 0.05$ , the Work Environment regression coefficient ( $X_1$ ) has an effect but is not significant on the Work Productivity (Y) of PT Saronde Sukses Mulia Gorontalo employees. The First Hypothesis is stated not to be accepted or rejected.

#### Reward work productivity

##### Hypothesis II

There is a significant positive effect of reward ( $X_2$ ) on employee work productivity (Y). The hypotheses tested are:

$$H_0 : b_2 = 0$$

$$H_1 : b_2 \neq 0$$

Based on the calculation of the model, the reward regression coefficient for work productivity is 0.636 with a significant value = 0.000 smaller than the value of  $\alpha = 0.05$ . Because the significant value is smaller than  $\alpha = 0.05$ , the reward regression coefficient ( $X_2$ ) has a significant positive effect on the Work Productivity of Employees (Y) of PT Saronde Sukses Mulia Gorontalo employees. The third hypothesis is declared proven or accepted.

#### Punishment of work productivity

##### Hypothesis III

punishment ( $X_3$ ) has a positive but not significant effect on employee work productivity. The hypotheses tested are:

$H_0 : b_3 = 0$

$H_1 : b_3 \neq 0$

Based on the calculation of the model the regression coefficient of punishment to work productivity is 0.024 with a significant value = 0.767 greater  $\alpha$  value = 0.05. Because the significant value is greater than the value of  $\alpha = 0.05$ , the punishment regression coefficient ( $X_3$ ) has a positive but not significant effect on the Work Productivity (Y) of PT Saronde Sukses Mulia Gorontalo employees. based on the results of this test, the punishment ( $X_3$ ). The third hypothesis is stated not to be accepted or rejected.

Work environment, reward and punishment for work productivity.

Hypothesis IV

There is a simultaneous significant positive influence of Work Environment ( $X_1$ ), reward ( $X_2$ ) and punishment ( $X_3$ ) on Work Productivity (Y). The hypotheses tested are:

$H_0 = b_1, b_2, b_3 = 0$

$H_1 = b_1, b_2, b_3 \neq 0$

Based on the calculation of the simultaneous test model (F), Work Environment ( $X_1$ ), Reward ( $X_2$ ) and Punishment ( $X_3$ ) obtained an F value of 45.543 with a value of sig = 0.000 smaller than the value of  $\alpha = 0.05$ . Because the significant value is smaller than the value of  $\alpha = 0.05$ , simultaneously the Work Environment ( $X_1$ ), Reward ( $X_2$ ) and Punishment ( $X_3$ ) have a significant effect on the work productivity (Y) of PT Saronde Sukses Mulia Gorontalo employees. The fourth hypothesis is stated to be proven or accepted.

Here's a table of direct and indirect influences of variables Independent (X) to Dependent (Y)

Table 1. Significant and insignificant influence

Type	Information	Sig	< / >	Value $\alpha$	Information
$X_1$	Work Environment	0,056	>	0,05	Insignificant Influence
$X_2$	Reward	0	<	0,05	Significant Influence
$X_3$	Punishment	0,767	>	0,05	Insignificant Influence
$X_1, X_2, X_3$	All Variable Independent	0	<	0,05	Significant Influence

a. Dependent Variable : Y

## Discussion

In this discussion, we will explain the influence of work environment variables, rewards and punishments on work productivity and the relationship between dependent variables and independent variables based on the results of statistical analysis that has been stated above.

### The influence of the work environment on work productivity

The partial test conducted in this study shows that the influence of work environment variables on the work productivity of PT Saronde Sukses Mulia Gorontalo employees shows that the work environment variables in this study have an effect but are not significant on the Work Productivity of PT Saronde Sukses Mulia Gorontalo employees. Based on the results of the analysis, this means that the work environment has not made a significant positive contribution to increased work productivity of

employees of PT Saronde Sukses Mulia Gorontalo. The results of this study show that the work environment around has not met the criteria according to the regulation of the Minister of Health No. 70 of 2016 concerning occupational environment health standards and has not contributed significantly to employees, this happens because most employees of PT Saronde Sukses Mulia feel that the work environment around them has not been as expected, Some things can be caused by the strategic position of the room layout, room lighting, temperature conditions in the room, room fatigue and unpleasant odors that cause health problems, relationships between leaders and employees and fellow employees. Because experts argue that a bad work environment will affect the level of employee work productivity. Therefore, management must pay more attention to the condition of the employee work environment in order to have a positive and significant influence in increasing the work productivity of PT Saronde Sukses Mulia Gorontalo employees. The findings of this study are in line with the opinion expressed by (Jerry M. Logahan, Tjia Fie Tjoe, 2012) stating that the work environment has a positive but not significant effect on employee work productivity. Along with the development of technology and information, innovation and creativity in managing the environment are needed so that employee activities run smoothly according to the targets and goals that have been set, as well as relationships and communication between fellow employees and leaders and employees, there must be synergy, . This means refuting the theory put forward (Eliyanto, 2018), (Kasmawati, 2014), (Dofa Ariska Wibowo, 2015) and (Manurung, 2017) in fact the type of company studied is the same, which states that the work environment has a significant effect on employee work productivity. There may be several factors that cause these differences of opinion, for example, such as the location of different research objects - different manufacturing companies, governments and other types of companies, indicators used for assessment, the arrangement of questionnaires questions and other research methods used by previous researchers

#### The effect of rewards on employee work productivity

The partial test conducted in this study shows that the effect of reward variables on the work productivity of PT Saronde Sukses Mulia Gorontalo employees results in that the reward variables in this study have a significant effect on the work productivity of PT Saronde Sukses Mulia Gorontalo employees.

The positive effect of significant rewards on the work productivity of PT Saronde Sukses Mulia employees, in the form of salaries given according to workload, if the work reaches the target or exceeds the target, there will be additional bonuses beyond the salary given and even the provision of promotion for employees who successfully meet management targets, this can have a significant effect on employee work productivity. Reward is the main thing in supporting employee performance improvement. Therefore, the company is required to reward employees who have good work productivity in the form of giving trust, recognition in public, smiles, glances and clapping and especially in material form in the form of bonuses such as promotions, additional salaries, and things that make employees feel their hard work is rewarded according to their achievements. This is in accordance and in line with what is stated by (Tresia Karli Kawulur, 2018), (Sahat Parulian Remus, 2016), (Winda Sri Astuti, HermanSjahrudin, 2018), (Nur Rahmatika Pertiwi, 2017) (Puja Rahayu, 2017) that rewards have a significant effect on employee work productivity. The results of this study also refute the research put forward by (Raymond Suak, Adolfina, 2017) which states that rewards do not have a significant effect on employee work productivity. This is due to research indicators that may be different, then other differences can be caused by different types of companies studied, such as the type of company studied, giving rise to different conclusions.



The effect of punishment on work productivity.

The results showed that the Punishment variable was partially tested on the work productivity of PT Saronde Sukses Mulia Gorontalo employees that the punishment variable in this study had an insignificant effect on its application in the PT Saronde Sukses Mulia Gorontalo company environment to achieve good work productivity targets.

Based on the results of the study, researchers see that the implementation of punishment carried out by the company has not contributed significantly to increasing the work productivity of PT Saronde Sukses Mulia Gorontalo employees.

This shows that the punishment applied to employees cannot have a deterrent effect on PT Saronde Sukses Mulia Gorontalo employees such as ignorance of what punishment rules are imposed by the company, carelessness in working, committing repeated violations, not feeling the deterrent effect of the punishment given by the company to employees, punishments that are not in accordance with the violations committed, or the lack of authority of superiors to employees so that employees do not care about what is conveyed by superiors. So it is mandatory to review and improve the rules set by the company and form a solid team work so that things do not happen that are not desired by the company. The findings of this study are in line with the opinions expressed by (Tresia Karli Kawulur, 2018), (Raymond Suak, Adolfinia, 2017) and (Nur Rahmatika Pertiwi, 2017) stating that punishment has an insignificant effect on employee work productivity while refuting the theory put forward by (Puja Rahayu, 2017), (Sahat Parulian Remus, 2016), (Winda Sri Astuti, HermanSjahrudin, 2018) which explains and states that punishment has a significant effect on employee work productivity. This is due to research indicators that may be different, questions presented in questionnaires as well as different types of companies and research locations that lead to different conclusions.

Significant influence if examined simultaneously between Work Environment variables, Reward and Punishment on Employee Work Productivity.

Based on the results of the study shows that the variables Work Environment, Reward and Punishment have a significant effect simultaneously on the work productivity of employees of PT Saronde Sukses Mulia Gorontalo, this shows that the Work Environment, Reward and Punishment together will increase work productivity. The results of this study show that the Work Environment, Reward and Punishment together or simultaneously make a significant positive contribution in increasing the work productivity of PT Saronde Sukses Mulia Gorontalo employees.

## Conclusion

Based on the research and analysis results described in the previous chapter, several conclusions can be drawn as follows:

The work environment does not have a significant effect on the work productivity of PT Saronde Sukses Mulia Gorontalo employees. To maximize the results of employee work productivity, rewards must be prioritized and given to every employee who has dedication and a high level of work productivity.

Rewards or awards have a significant effect on the Work Productivity of PT Saronde Sukses Mulia Gorontalo employees. Because rewards are the largest contributors in increasing employee work productivity, the management or company leaders in providing rewards to be more careful who deserves and become a priority to be

rewarded then management further increases appreciation in the form of rewards to employees so that employee productivity is higher.

Punishment or punishment does not have a significant effect on the work productivity of PT Saronde Sukses Mulia Gorontalo employees. The variable that has a significant influence on the work productivity of PT Saronde Sukses Mulia Gorontalo employees is the Reward variable. Because rewards are the largest contributors in increasing employee work productivity, the management or company leaders in providing rewards to be more careful who deserves and become a priority to be rewarded then management further increases appreciation in the form of rewards to employees so that employee productivity is higher.

4. Significantly on the Work Productivity of PT Saronde Sukses Mulia employees The three variables together or simultaneously have a positive influence on Gorontalo. For the work environment, and punishment that only contributes to increasing employee work productivity simultaneously with reward variables is expected to be applied evenly to employees so that the application of good working environment conditions and the application of rewards and punishments according to company regulations when carried out jointly with a qualified managerial level, it does not rule out the possibility that the three variables will partially apply significantly positive results.

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