



The Influence of Rewards and Punishments on the Performance of Employees

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Abstract

This study aims to determine and analyze each reward and punishment variable that has a positive and significant effect on the performance of employees at the Makassar Region V Airport Authority Office. This research was conducted at the Makassar Airport Authority Region V Office on Airport Authority Road Number 5, Maros. Data collection used a questionnaire. Data processing used a computer application, namely the Statistical Package of Social Sciences (SPSS) version 26. The results of this study indicate that both independent variables (reward and punishment) have a positive influence on the dependent variable (employee performance). The results of this study provide an overview that the rewards and punishments carried out by the Makassar Region V Airport Authority Office organization provide little information needed to predict the Employee Performance variable. Thus, the appropriate implementation of rewards and punishments can serve as an effective strategy to improve employee performance. Organizations are expected to continuously evaluate and refine their reward and sanction systems in order to create a productive work environment that is oriented toward achieving organizational goals optimally.

Introduction

Human resource management is the process of acquiring, developing, maintaining, and utilizing human resources to support the organization in achieving its goals (Samsuni, 2017:113; Nugroho, 2022; Sukmara, 2024). Human resource management is the activity of acquiring, developing, maintaining, and utilizing human resources to support the organization in achieving its goals (Setiawati et al., 2026; Nguyen et al., 2026; Lubis et al., 2026). A crucial factor determining an organization's success in achieving its goals is human resources. Achieving organizational goals requires quality human resources (employees). Employee quality and performance must be consistently maintained and improved, given the importance of human resources, including their role, management, and utilization. To boost employee morale, organizations must meet several criteria through the application of appropriate human resource management concepts and techniques, including the provision of rewards and punishments. Human resources are the most crucial aspect that organizations must manage to maximize their contribution to achieving their goals (Al Umar, 2022:31; Inriyani et al., 2026; Zaman et al., 2026).

In an increasingly dynamic world, competition in business, particularly in the service sector, is also increasing (Paul & Nayak, 2026; De Fano et al., 2026; Efawati & Rinawati, 2026). This development often leads to problems for organizations. In this context, organizations are required to improve the quality of human resource services through the provision of rewards and punishments. Optimal human resource service quality is essential for maintaining and

improving organizational quality. Rewards and punishments are crucial for improving employee performance, enabling them to become more qualified and responsible in carrying out their assigned tasks.

Rewards must be aligned with the rights and obligations of each employee. Rewards are not only measured in material terms but also in terms of interpersonal interactions and the organizational environment. High performance should be appropriately rewarded, and violations of organizational rules should be met with fair punishment (Riansyah, 2021). If rights are linked to rewards as incentives for improved performance, punishment is necessary to ensure errors and performance decline are minimized. Mistakes in implementing a reward and punishment system will result in a lack of job satisfaction for employees and can lead to low performance, both within the employee and within the organization (Suhendra, 2023).

Rewards are gifts, recognitions, or rewards intended to motivate someone to improve or enhance their performance (Shields, 2016; Nurillayevna, 2026; Hakim & Irmawati, 2026). Punishment is an unpleasant and undesirable consequence for specific behavior. Punishment, when used effectively, can curb behavior within an organization. Punishment is administered after careful and objective consideration of all aspects appropriate to the situation. Punishment can take the form of criticism, demotion, or even termination of employment (Khosro et al., 2026; Putri & Lewoleba, 2025; Sudirgo et al., 2025; Pezzolo, 2026).

The role of punishment is to maintain employee discipline. The more severe the punishment, the more fear employees will have of violating organizational rules and will reduce undisciplined attitudes and behavior (Agbeyinka, 2024; Sosiady, 2024; Dehotman, 2023). Punishment must be implemented based on logical, reasonable, and educational considerations, and serve as a tool to improve performance and maintain discipline within the organization (Hasibuan, 2019:185).

Punishment for employees who have committed errors can be implemented without offending the employee in front of fellow employees. This approach aims to make the employee aware of their mistakes. Punishment can range from direct reprimands to sarcasm, criticism, and even beatings (Poudel, 2022; Serrano-Durá et al., 2024; Fahrudin et al., 2023).

The Makassar Region V Airport Authority Office is a technical service unit within the Ministry of Transportation, reporting to the Minister of Transportation through the Director General of Civil Aviation. It is tasked with regulating, controlling, and supervising flight activities at Makassar Region V Airport.

The phenomenon at the Makassar Region V Airport Authority Office is the continued failure to achieve established organizational goals and the continued low capacity of employees to provide services to the public. This suboptimal employee performance is evident in the annual performance of employees, which falls short of the targets set by management. This is due to relatively low individual and organizational commitment among employees. From initial observations, it is clear that rewards have an impact on improving employee performance. The rewards currently offered by Makassar Airport Region V have not been able to allocate human resources more effectively and efficiently, resulting in employee performance, both individually and organizationally, not achieving optimal performance.

With the rewards provided by the Makassar Region V Airport Authority, employees are naturally more enthusiastic and disciplined in carrying out their assigned tasks. This is also related to the welfare and career development received by employees.

Another factor influencing employee performance is punishment. The Big Indonesian Dictionary (KBBI) defines punishment as a penalty or sanction. Punishment is given to employees who violate applicable workplace regulations as a consequence of their actions. According to Kadir (2018:32), the high or low performance of an employee is influenced by punishment or sanctions. Punishment is a threat or penalty and/or punishment aimed at improving employee performance, maintaining applicable regulations, and providing a lesson to employees who commit violations (Mangkunegara, 2020:130). The purpose of punishment is to deter employees from repeating their mistakes. Punishment is a sanction received by an employee for their inability to carry out their work according to instructions from their superiors (Fahmi, 2017:68). The effectiveness of the punishment given by the organization to employees who commit violations can be measured by sanctions/punishments (Tangkuman, 2015:45).

Based on observations, the number of employees at the Makassar Region V Airport Authority office is 164 (one hundred and sixty-four). The phenomenon observed in the field is the low level of sanctions imposed by the authority against employees who have committed violations. This can be seen from the 164 employees in total, 31 employees did not comply with regulations. Thirteen employees, or 42.05%, frequently arrived late; nine employees, or 29%, played games or used their mobile phones during work hours; seven employees, or 22.5%, were absent for two consecutive days; and two employees, or 6.45%, neglected their responsibilities, resulting in work accidents.

Field observations at the Makassar Region V Airport Authority office indicate that the punishments imposed by the authority office leadership are not based on specific considerations. Being even a few minutes late for the scheduled time can result in punishment for the employee. The office authorities do not allow exceptions for violations, while employees may encounter obstacles such as traffic jams on their way to work.

Rewards and punishments are crucial in supporting employee performance. Employees will become more qualified and responsible in carrying out their assigned tasks. Rewards and punishments are two opposing yet interrelated concepts, as they both motivate employees to improve their performance.

The success of an organization is also influenced by the performance of employees who are responsible in their assigned work (Baharuddin, 2022). Good performance can contribute to organizational progress, particularly in increasing rewards and reducing punishments. Therefore, organizations must have highly disciplined human resources who are satisfied with their work and who demonstrate good performance, as evidenced by the provision of rewards.

Employees are the driving force of organizational operations; therefore, if employee performance improves, organizational performance will also improve (Wildan, 2016). Organizations must be able to retain and improve the quality of their employees by providing rewards for high-performing employees. Without high-performing employees, an organization will not progress and will face increasingly fierce competition.

Having high-quality employee performance will increase competitiveness against other organizations (Agtovia, 2020). Employee performance is the result of an employee carrying out activities according to the standards set by the organization (Nel Arianty, 2015). Measuring employee performance serves as a way to determine the organization's achievements. Employee performance at the Makassar Region V Airport Authority office will improve if rewards are provided in line with organizational targets.

In carrying out these activities, a problem arises, namely a decline in employee performance at the Makassar Region V Airport Authority office. Every organization aims to create optimal work performance. For an organization to achieve optimal performance, it must also implement effective employee performance management.

Methods

The type of research used in this study is quantitative. This method is used to examine specific populations and samples, collect data using research instruments, and analyze quantitative data with the aim of testing the established hypotheses (Sugiyono, 2017:56). This study links rewards and punishments as independent variables (X) and employee performance as the dependent variable (Y).

The research used in this study is causal associative research. A causal research design is designed to examine the possibility of a cause-and-effect relationship between each variable (Sanusi, 2012:14). Causal associative research aims to determine whether or not there is an influence or relationship between the independent variables and the dependent variable. If there is, the extent of the influence or relationship, and whether or not the influence or relationship is significant (Sugiyono, 2016:37).

Location and Time

This research was conducted at the Makassar Region V Airport Authority office at Jalan Otoritas Bandara No. 5, Maros. The research period was approximately 3 (three) months, from June to August 2025.

Research Population

A population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2017:119). The population in this study was all employees of the Makassar Region V Airport Authority office, consisting of 164 civil servants.

Research Sample

A sample is a portion of the population and its characteristics (Sugiyono, 2016:81). According to Arikunto (2016:104), if the population is less than 100 people, then the entire sample is taken. However, if the population is greater than 100 people, then 10%-15% or 20%-25% of the population can be taken.

Data Types and Sources

This is data originating from original or primary sources, collected by researchers to answer the research problems. It is obtained directly from informants through questionnaires and interviews (Sugiyono, 2017:137). The primary data in this study includes information on rewards (X1), punishments (X2), and employee performance (Y). This is data obtained through reading, studying, and understanding other sources, including documents from the relevant agency (Sugiyono, 2017:137). Secondary data in this study comes from journals, books, and other documents related to the research title.

Data Collection Techniques

Data collection techniques can be carried out through interviews, questionnaires, observations, or a combination of the three (Sugiyono, 2017). The data collection technique used in this study was a questionnaire. A questionnaire is a data collection technique conducted by providing respondents with a set of written questions or statements to answer (Sugiyono, 2017:142).

Questionnaires come in two types: open-ended and closed-ended. Open-ended questions require respondents to write a descriptive answer about something. Conversely, closed-ended questions require short answers to each question. The questionnaire used in this study is a closed-ended type, as respondents simply need to tick the correct answer.

Data Collection Instrument

Research instruments used specifically for measuring and collecting data are known as research tools. The research tool used is a questionnaire. Respondents answer questions by selecting one of the provided answer options, and the researcher then provides an assessment based on their responses.

Data Analysis

In this paper, the researcher used a computer application, the Statistical Package for Social Sciences (SPSS) version 26, to process the data. The results were printed in the form of a multiple regression table. This was done to minimize significant errors.

Data Quality Test

This research instrument aims to determine whether it meets the requirements in terms of validity and reliability. A valid instrument means the measuring tool used to obtain the data is valid (Sugiyono, 2017). Validity means the instrument can be used to measure what it is supposed to measure. The criteria for validity or invalidity are: if the correlation between the scores of each question item and the total score has a significance level of less than 0.05, then the question item is considered valid. If the correlation between the scores for each question item and the total score has a significance level of greater than 0.05, then the question item is declared invalid (Ghozali, 2017). A reliability test is a tool used to measure a questionnaire as an index of a variable or construct. A questionnaire is considered reliable if a person's responses to a question are consistent or stable over time (Ghozali, 2017).

Classical Assumption Test

The normality test aims to ensure that the residuals from the regression model are normally distributed. The residuals are the difference between the values predicted by the model and the actual values. The normality of the residuals is crucial because the basic assumption of linear regression is that the residuals must be normally distributed. To perform this test, one frequently used method is the Kolmogorov-Smirnov test (Ghozali, 2021). The Kolmogorov-Smirnov test compares the cumulative distribution of the residuals with a normal distribution. If the p-value is greater than 0.05, there is no reason to reject the null hypothesis that the residuals are normally distributed.

The multicollinearity test is conducted to detect a strong linear relationship between the independent variables in the model (Ghozali, 2021). Multicollinearity can affect the stability of the regression coefficients and can make it difficult to interpret the influence of each independent variable. To test for multicollinearity, researchers calculate the Variance Inflation Factor (VIF).

A VIF value below 10 indicates no multicollinearity problem. If the VIF value is greater than 10, this indicates significant multicollinearity, and researchers should consider removing highly correlated independent variables (Ghozali, 2021).

The heteroscedasticity test aims to examine whether the residual variance is constant across the range of predicted values (Ghozali, 2021). Heteroscedasticity can bias the regression coefficient estimates and reduce prediction accuracy. Researchers can use several methods to

test for heteroscedasticity: Breusch-Pagan Test: This test examines the relationship between the residuals and the independent variables. If the p-value is less than 0.05, it indicates heteroscedasticity (Ghozali, 2021). Scatter Plot: Plots the residuals against the predicted values. If a specific pattern is found, this indicates heteroscedasticity (Ghozali, 2021).

Multiple Linear Regression Analysis

Multiple linear regression analysis is a regression analysis that has one dependent variable and two or more independent variables (Sugiyono, 2017). Multiple linear regression analysis is used to predict the fluctuations in the dependent variable (criterion) when two or more independent variables, acting as predictors, are manipulated.

Result and Discussion

Table 1. Results of the Validity Test of the Research Instrument

Variable	Items	r-Table	Pearson r Range	Info
Reward (X1)	5	0.308	0.324 – 0.503	Valid
Punishment (X2)	9	0.308	0.340 – 0.565	Valid
Employee Performance (Y)	8	0.308	0.386 – 0.593	Valid

Based on the information in Table 1, it can be seen that all independent indicators, namely rewards and punishments, and the dependent variable, namely employee performance, with 22 question items, have a calculated r value > r table of 0.308. Based on these results, it can be concluded that all indicators used in this study are valid.

Table 2. Results of the Reliability Test of the Research Instrument

Variable	Number of Items	Criteria	Cronbach's Alpha	Information
Reward (X1)	5	0.6	0.695	Reliable
Punishment (X2)	9	0.6	0.662	Reliable
Employee Performance (Y)	8	0.6	0.799	Reliable

Based on the information in Table 2, it can be seen that each alpha coefficient value is greater than 0.6, it is stated that the instrument used is reliable.

Table 3. Respondents' Answers to the Reward Variable

Statement	SD	D	N	A	SA	Total	Mean
R1	1	0	5	25	10	41	4.05
R2	0	0	2	19	20	41	4.44
R3	0	0	4	24	13	41	4.22
R4	0	0	3	22	16	41	4.32
R5	0	0	11	29	1	41	3.76
Overall Mean							4.16

Based on the information in Table 4, it can be seen that the respondents' answers to the Reward variable (X1) with a total average score of 4.16 are in the "high" category. This condition indicates that the Rewards at the Makassar Region V Airport Authority Office are considered good by respondents.

Table 4. Respondents' Answers to the Punishment Variable

Statement	Mean
P1	4.15
P2	4.15
P3	4.54
P4	2.88
P5	4.73
P6	4.17
P7	4.44
P8	3.93
P9	3.68
Overall Mean	4.07

Based on the information in Table 5, it can be seen that respondents' answers to the punishment variable (X2) with a total average score of 4.07 are in the "high" category. This condition indicates that the punishment at the Makassar Region V Airport Authority Office is considered good by respondents.

Table 5. Respondents' Answers on the Performance Variable

Statement	Mean
P1	4.00
P2	4.59
P3	4.27
P4	4.07
P5	4.41
P6	4.15
P7	4.68
P8	3.95
Overall Mean	4.27

Based on the information in Table 6, it can be seen that respondents' answers to the Employee Performance variable (Y) with a total average score of 4.27, which is in the "very high" category. This condition indicates that employee performance at the Makassar Region V Airport Authority Office is considered very good by respondents.

Table 6. Normality Test

Test	Value
N	41
Mean	0.0000000
Std. Deviation	1.91099579
Absolute Difference	0.121
Positive Difference	0.068
Negative Difference	-0.121
Test Statistic	0.121
Asymp. Sig. (2-tailed)	0.140

Based on the information in Table 7, it can be seen that the Kolmogorov-Smirnov test value is 0.121 with a significance value of 0.140. The residual data is normally distributed if the

significance is $>\alpha = 0.05$, then it can be seen that for the significance is $0.140 > 0.05$, it can be concluded that the residual data of this study is normally distributed.

Table 7. Multicollinearity Test

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
(Constant)	18.331	6.432	–	2.850	0.007	–	–
Reward	0.107	0.240	0.065	2.444	0.003	0.993	1.007
Punishment	0.358	0.122	0.428	2.928	0.004	0.993	1.007

Based on the information in Table 8, it can be seen that the Variance Inflation Factor (VIF) value of the analysis model in this study is less than 10, namely reward and punishment at 1.007. Meanwhile, the tolerance value for all variables is greater than 0.1, namely reward, punishment, and employee performance at 0.993. This can be interpreted as indicating that there is no multicollinearity in this study.

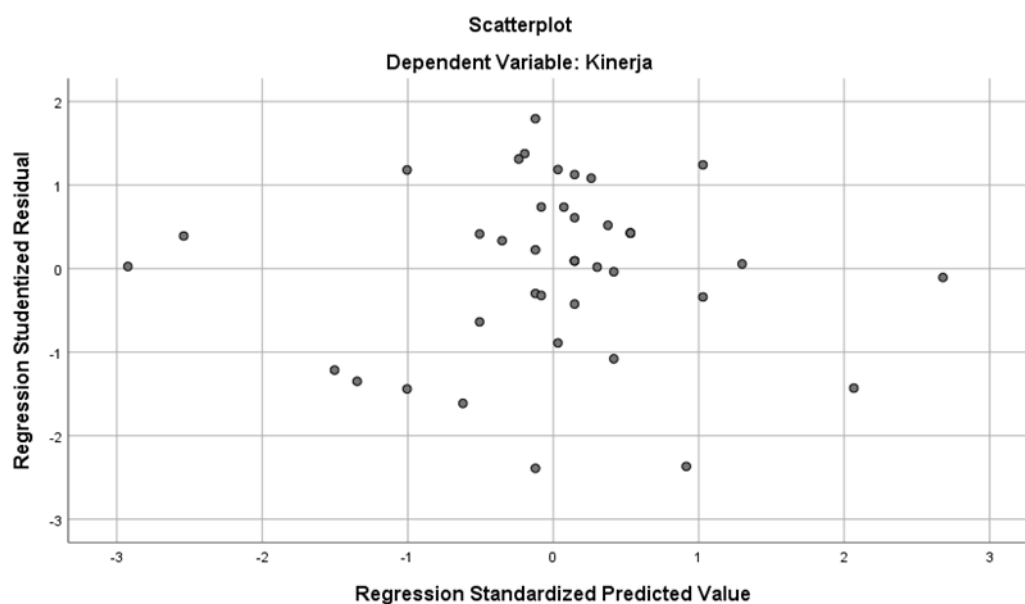


Figure 1. Heteroscedasticity Test Scatterplot Graph

Based on the information in Figure 1, it can be seen that there is a clear pattern and the points are spread above and below the number 0 on the Y axis, this means that the data exhibits heteroscedasticity.

Table 8. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	18.331	6.432	–	2.850	0.007
Reward	0.107	0.240	0.065	2.444	0.003
Punishment	0.358	0.122	0.428	2.928	0.004

The constant value of 18.331 means that if the Reward (X1) and Punishment (X2) variables are ignored, Employee Performance (Y) will be 18.331. The regression coefficient of the Reward (X1) variable is 0.107, meaning that the Reward (X1) regression coefficient is positive, thus establishing a positive relationship between Reward (X1) and Employee Performance (Y).

The regression coefficient of the Punishment (X2) variable is 0.358, meaning that the Punishment (X2) coefficient is positive, thus establishing a positive relationship between Punishment (X2) and Employee Performance (Y).

Table 9. t-test

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	18.331	6.432	–	2.850	0.007
Reward	0.107	0.240	0.065	2.444	0.003
Punishment	0.358	0.122	0.428	2.928	0.004

Based on the information in Table 10, the calculated t is 2.444 and the t table is 2.024, indicating that the calculated t is greater than the t table. In terms of significance, the reward variable has a value of 0.003, below the 0.05 level, thus H1 is accepted. Therefore, it can be concluded that the Reward variable (X1) used in this study influences the performance of employees at the Makassar Region V Airport Authority Office. In terms of significance, Table 4.13 shows that the calculated t is 2.928 and the t table is 2.024, indicating that the calculated t is greater than the t table. In terms of significance, the punishment variable has a value of 0.004, below the 0.05 level, thus H2 is accepted. Therefore, it can be concluded that the Punishment variable (X2) used in this study influences the performance of employees at the Makassar Region V Airport Authority Office.

Table 10. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.439	0.192	0.150	1.961

The coefficient of determination, as seen from the R Square, is 0.192 or 19.2%. This means that the independent variables, namely Reward (X1) and Punishment (X2), provide little information needed to predict the dependent variable, namely Employee Performance, at 19.2%, while the remainder is influenced or explained by other variables not included in this regression model.

Rewards have a positive and significant effect on employee performance at the Makassar Region V Airport Authority Office

The purpose of this study was to determine and analyze the positive and significant effect of rewards on employee performance at the Makassar Region V Airport Authority Office. By analyzing the rewards provided by the Airport Authority Office, employees will demonstrate better performance or work results.

Based on the results of the partial t-test, the calculated t was 2.444 and the t table was 2.024, indicating that the calculated t > t table. In terms of significance, the reward variable had a value of 0.003, below the 0.05 level, thus concluding that H1 was accepted.

The results of this study are supported by research conducted by Natalia et al. (2023) entitled "The Effect of Rewards and Punishments on Employee Performance at PT Bima Sakti Medica." The results showed: (1) that rewards have a partial positive and significant effect on employee performance at PT Bima Sakti Medica. The reward provided by PT Bima Sakti Medica is a bonus to employees who are disciplined in their attendance, such as not being late more than three times and attending work in full for one month. (2) In contrast, the punishment variable partially has a negative and significant effect on employee performance at PT Bima Sakti Medica. (3) Simultaneously, both reward and punishment have a positive and significant

effect on employee performance at PT Bima Sakti Medica. According to Sandy & Faozen (2017), rewards are awards or remuneration given by a company to employees who excel or who demonstrate performance in accordance with company expectations. Rewards are given to employees who meet the requirements set by the company and are able to achieve certain targets.

Another study conducted by Rizki et al. (2019) entitled "The Effect of Rewards and Punishments on the Performance of KFC Artha Gading Employees." The results showed: (1) that rewards have a positive and significant effect on the performance of KFC Artha Gading employees. This is because rewards make employees happier and more productive in carrying out their work. (2) The punishment variable has a positive and significant effect on the performance of KFC Artha Gading employees. This is because punishment limits behavior, preventing undesirable behavior. (3) Reward and punishment variables simultaneously have a positive and significant effect on KFC Artha Gading employee performance.

Rewards have a positive influence on employee performance at the Makassar Region V Airport Authority Office. In this case, the organization provides rewards to employees effectively and relies on what employees have done for organizational achievement. Conversely, if the organization does not provide rewards to underperforming employees and does not recognize employee efforts, employee performance will decline. The reward provided by the Makassar Region V Airport Authority Office is a bonus to employees who are disciplined in attendance, such as not being late more than three times and attending workdays in full for one month. Therefore, the presence of rewards can encourage employees to be more productive in carrying out their work.

The positive meaning of giving rewards to employees is that the higher the reward or appreciation given by the organization to employees who excel, the more it will improve and influence the employee's performance. However, if the reward for employees provided by the organization is not there, the level of employee morale will decrease and affect the employee's enthusiasm in doing their work. Giving rewards to employees has goals and impacts such as fulfilling employee desires according to the agreed agreement, depicting the authority of the company that is able to provide and share rewards in a timely manner, and being able to increase the company's reputation for loyalty and high dedication.

Punishment has a positive and significant effect on employee performance at the Makassar Region V Airport Authority Office

The purpose of this study was to determine and analyze the positive and significant effect of punishment on employee performance at the Makassar Region V Airport Authority Office. By analyzing the punishment given by the Airport Authority Office, employees will demonstrate better performance or work results.

Based on the partial t-test results, the calculated t was 2.928 and the t table was 2.024, indicating that the calculated t > the t table. In terms of significance, the punishment variable had a value of 0.004, below the 0.05 level, thus concluding that H2 was accepted.

Another study conducted by Didah et al. (2023) entitled "The Effect of Rewards and Punishments on Employee Performance at PT Atlas Resources Tbk" showed that: (1) Rewards had a positive and significant partial effect on employee performance. (2) Punishment had a positive and significant partial effect on employee performance. (3) Rewards and Punishments had a positive and significant simultaneous effect on employee performance. Punishment is a punishment given to employees who violate applicable workplace regulations as a result of their actions. Punishment aims to deter employees from repeating their mistakes. According to

Fahmi (2017:68), punishment is a sanction received by an employee due to their inability to complete or carry out work as instructed by their superiors.

Another study conducted by Seprianto et al. (2024) entitled "The Effect of Rewards and Punishments on the Performance of Alfamidi Employees in Tana Toraja Regency." The results showed that: (1) rewards have a positive and significant effect on employee performance. This can be seen from the fact that rewards can improve employee work output at Alfamidi in Tana Toraja Regency. (2) Punishment has a positive and significant effect on the performance of Alfamidi employees in Tana Toraja Regency. This can be seen from the fact that employees are motivated and responsible in carrying out their duties. (3) rewards and punishment simultaneously have a positive and significant effect on the performance of Alfamidi employees in Tana Toraja Regency. Punishment measures implemented at Alfamidi in Tana Toraja Regency include warnings from superiors to employees who neglect their duties, warning letters, salary deductions, and severe penalties such as termination. Employees who are punished are those who violate regulations, are negligent in carrying out their duties, and are unable to improve their performance.

Punishment, which is administered gradually and puts pressure on employees, will indirectly negatively impact employee performance, leading to a decline in their output. Punishment measures implemented by the Makassar Region V Airport Authority Office can take the form of warnings from superiors to employees who neglect their duties and are undisciplined. Furthermore, the appropriate and fair application of punishment is also considered important for employees. They will understand that consistent punishment will help them learn from their mistakes and prevent them from repeating them in the future. Employees will be more careful and focused in carrying out their duties. Fair punishment ensures that all employees adhere to the rules and procedures of the Makassar Region V Airport Authority Office, ultimately improving employee discipline and overall performance. When administering punishment, the Makassar Region V Airport Authority Office is very careful about imposing excessive punishment, as this can actually demoralize or demotivate employees.

Punishment is necessary to improve discipline and educate employees to comply with all company regulations. With fairness and firmness, the goal of punishment will be achieved (Purnomo, 2021). Punishment will impact an employee's reputation and image in the long term. While the punishment, such as a salary deduction, is tolerable, if it affects their future career, it will certainly make employees think twice (Bandiyono, 2021).

Conclusion

The results show that the calculated t is 2.444 and the t table is 2.024, indicating that the calculated t is greater than the calculated t . In terms of significance, the reward variable has a value of 0.003, below the 0.05 level, thus concluding that H1 is accepted. Therefore, it can be concluded that the Reward variable (X1) used in this study influences the performance of employees at the Makassar Region V Airport Authority Office. The results show that the calculated t is 2.928 and the t table is 2.024, indicating that the calculated t is greater than the calculated t . In terms of significance, the punishment variable has a value of 0.004, below the 0.05 level, thus concluding that H2 is accepted. Therefore, it can be concluded that the Punishment variable (X2) used in this study influences the performance of employees at the Makassar Region V Airport Authority Office. The coefficient of determination, as seen from the R-square, is 0.192, or 19.2%. This means that the independent variables, namely Reward (X1) and Punishment (X2), provide little information needed to predict the dependent variable, namely Employee Performance, at 19.2%, while the remainder is influenced or explained by other variables that are not included in this regression model.

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