

**THE INFLUENCE OF REWARD AND PUNISHMENT SYSTEM,
MOTIVATION, AND WORK ENVIRONMENT TOWARD THE
PERFORMANCE OF EMPLOYEE
(Case Study of Royal Ambarrukmo Hotel)**

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To Obtain the Bachelor Degree in Accounting Department



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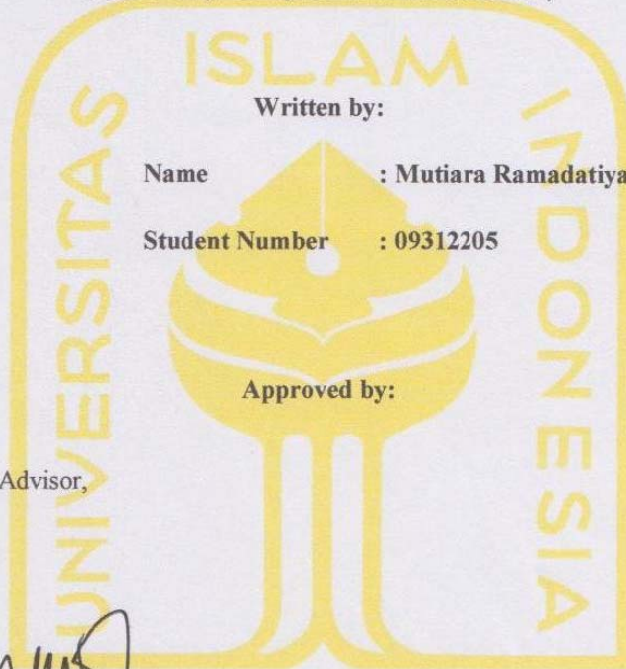
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A BACHELOR DEGREE THESIS

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DECLARATION OF AUTHENTICITY

Herein I declare the originality of the thesis, I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas or expression without acknowledgment. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, February 24, 2014


Mutiara Ramadatiyas

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Mutiara Ramadatiyas

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ABSTRACT

The existence of human resource in the company has a very important role for running the company's activities, so the performance of employee need to be improved. In a way of increasing employee's performance, company takes some ways such as giving a proper compensation, motivation, create a support working environment, giving reward and punishment. This research was held in Royal Ambarrukmo Hotel that use Reward and Punsihment System, Motivation, and Work Environment as Independent Variable and Performance as Dependent Variable. The aim of this research is to analysis the influence of reward and punishment system, motivation, and work environment toward the performance of employee. Sample that used in this research are 80 employees of Royal Ambarrukmo Hotel. This study tests three hypotheses related to the influence of perception about reward and punishment system, perception about motivation, and perception about work environment toward the performance of employee. Data obtained were analyzed by using multiple regression analysis. The results of this study indicate that: (1) The perception about reward and punsihment system have positively significant influence toward the performance of employee. (2) The perception about motivation has positively significant influence toward the performance of employee. (3) The perception about work environment has positively significant influence toward the performance of employee.

Key Words:

Reward and Punishment System, Perception about Motivation, Perception about Work Environment, Performance of Employee.

ABSTRAKSI

Keberadaan sumber daya manusia dalam perusahaan memiliki peran yang sangat penting untuk menjalankan kegiatan perusahaan sehingga kinerja karyawan perlu ditingkatkan. Dengan cara meningkatkan kinerja karyawan, perusahaan mengambil beberapa cara seperti memberikan kompensasi yang layak, motivasi, menciptakan lingkungan kerja yang mendukung, memberikan penghargaan dan hukuman. Penelitian ini dilaksanakan di Hotel Royal Ambarrukmo yang menggunakan sistem Penghargaan dan Hukuman, Motivasi, dan Lingkungan Kerja sebagai Variabel Independen, dan Kinerja sebagai Variabel Dependen. Tujuan dari penelitian ini adalah untuk menganalisis pengaruh sistem penghargaan dan hukuman, motivasi, dan lingkungan kerja terhadap kinerja karyawan. Sampel yang digunakan dalam penelitian ini adalah 80 karyawan Hotel Royal Ambarrukmo. Penelitian ini menguji tiga hipotesis yang berkaitan dengan pengaruh persepsi tentang sistem penghargaan dan hukuman, persepsi tentang motivasi, dan persepsi tentang lingkungan kerja terhadap kinerja karyawan. Data yang diperoleh dianalisis dengan menggunakan analisis regresi berganda. Hasil dari penelitian ini menunjukkan bahwa: (1) Persepsi tentang penghargaan dan hukuman memiliki pengaruh positif signifikan terhadap kinerja karyawan (2) Persepsi tentang motivasi memiliki pengaruh positif signifikan terhadap kinerja karyawan (3) Persepsi tentang lingkungan kerja memiliki pengaruh positif signifikan terhadap kinerja karyawan.

Kata Kunci:

Sistem Reward and Punishment, Persepsi tentang Motivasi, Persepsi tentang Lingkungan Kerja, dan Kinerja Karyawan.

CHAPTER I

INTRODUCTION

1.1 STUDY BACKGROUND

Nowadays in business world required to create the high performance of employees for development of the company. Companies must be able to build and improve the performance in their environment. The company's success is influenced by several factors, one important factor is human resources, since human resources are the subject of overall level of planning up to evaluation that be able to utilize the other resources which owned by organization or company. The existence of human resource in the company plays an important role. Labor has great potential to run the company's activities. The potential of every human resources that exist in company should be deployed effectively in order to be able to make an optimal output.

Achievement of corporate goals not only depends on modern equipment, facilities, and infrastructure, but more depends on humans who carry out that work. The success of a company strongly influenced by the performance of employees. Any organization or company will always try to improve the employee performance, with the hope the company's objective will be accomplished.

Royal Ambarrukmo Yogyakarta (previously known as Ambarrukmo Palace Hotel), once Yogyakarta's grandest hotel, has been undergoing a great

transformation to enthrall guests with outstanding service and an exceptional experience. Today the legendary Royal Ambarrukmo Hotel has been reborn, and embraces both its historic heritage and the modern comforts sought by today's guests. The renovations to both hotel and palace were made in keeping with the royal palace's true character and to bring back the glamour of the past merged with 21st century technology. This study focuses on the employees of Royal Ambarrukmo hotel Yogyakarta. High employee performance is expected by the company itself. The more employees that have a high performance, the company's overall productivity will be increased so that the company will be able to survive in global competition.

The employee is required to complete the tasks and responsibilities effectively and efficiently. The success of employee can be measured through customer satisfaction, reduced number of complaints and the achievement of optimal targets. Employee performance in Royal Ambarrukmo hotel can also be measured through the completion of their duties effectively and efficiently along with the employees' performance in their role and function which are linearly and positively related to the success of a company. There are negative factors that can decrease the performance of employees, such as the declining willingness of employees to achieve work performance, lack of timeliness in completion of the work so that less follow the rules, effects coming from the environment, partner who also declined spirit and the absence of examples that should be used as a reference to the achievement of good work performance. All of that is because the decrease in work performance of employees. Factors that can be used to improve

performance include reward and punishment system, motivation, and work environment.

Reward and punishment system is a form of encouragement to reinforce a behavior or stop the behavior that does not effective. As part of the behavioral approach to this day the two approaches are very effective in influencing the performance of employee within the company. Reward system is a very important part to increase motivation of employee. This method can associated behavior and act someone with the feeling of happy, comfortable, and usually can make them do a good behavior continuously. Beside reward, punishment has a purpose in order to make someone more active in correcting and improving the achievement that has been reached. Punishment is the administration of negative consequences or the withdrawal of positive consequences that tend to reduce the likelihood of repeating the behavior in similar settings.

Naturally either reward or punishment system together needed to motivate someone, include motivate human resources in increasing quality of performance. Both systems are the reaction from the supervisor toward performance and productivity that represent by employees: punishment for bad behavior and reward for good behavior. See from the function, reward and punishment as a purpose to make someone better, more quality, and responsible to the task that given also teach commitment.

Organizations where people are properly managed bring about self-motivation to do a good job. Being properly managed does not mean treating everyone the same because that would mean treating employees who contribute

the least to the organization the same way as those who contribute the most. High performance of employees does not enjoy working for a manager who treats everyone the same because they discover that their exemplary performance provides no benefit.

High performance employees see quality as a priority in the workplace. They focus on doing a good job to satisfy clients and customers. They concentrate on improving their skills and take the lead when it comes time to make decisions. These characteristics add to their skills and talent to provide innovation and new development within the company or organization.

People management experts agree that real motivation comes from within an individual when the individual feels valued and feels that the work they do contribute to the goals of their organization or company. The study was conducted to determine whether the reward and punishment system, motivation, and work environment has a significant influence on the performance of employees in a company. This research is expected to provide benefits to the organization in providing motivation to the employees so that the organizational goals can be achieved. Based on the description of the above background, it can be submitted to a study titled **“The Influence of Reward and Punishment System, Motivation, and Work Environment toward the Performance of Employee (Case Study of Royal Ambarrukmo Hotel Yogyakarta)”**.

1.2 PROBLEM IDENTIFICATION

The researcher indicates that there are some factors that can influence the performance of employees in Royal Ambarrukmo hotel such as reward and punishment system, motivation, and work environment. So the researcher would like to examine whether there is relationship between those factors with performance of employees in Royal Ambarrukmo hotel or not.

1.3 PROBLEM FORMULATION

Human is the most needed resource who establish in achieving goals of the company. The influences of employees' performances are the important things in achieving company goals. Problem from this company is low performance of employees, for certain effort that can increase employee's performance, that problem guess that reward and punishment system, motivation, and work environment have significant influence on performance of employees. Based on that problem, it can be formulated research question as follows:

1. Does reward and punishment system have positive influence toward performance of employees in Royal Ambarrukmo Hotel?
2. Does motivation has positive influence toward performance of employees in Royal Ambarrukmo Hotel?
3. Does work environment have positive influence toward performance of employees in Royal Ambarrukmo Hotel?

1.4 RESEARCH LIMITATION

The researcher would like to set limitation of the research area in order to be more focused in this research:

1. Data obtained in this research are limited to the perception of the employee about perception of reward and punishment system, perception of motivation, perception of work environment, and perception of performance.
2. The subject of this research is the employees of Royal Ambarrukmo hotel.

1.5 RESEARCH OBJECTIVE

The objective from this research is to get in deep description and give empirical evidence about the influence of reward and punishment system, motivation, and work environment toward the performance of employee. Based on background and problem formulation above, so the objective of this research:

1. To analyze whether reward and punishment system have positive influence of performance of employee.
2. To analyze whether motivation has positive influence of performance of employee.
3. To analyze whether work environment has positive influence of performance of employee.

1.6 RESEARCH CONTRIBUTION

This research is conducted with an expectation that it can give additional scientific benefits and input as well as a new reference for the next research. The result of this research is expected to benefit these following parties:

1. Academician

Hopefully, this research can criticize the academician of new perspective influencing the performance of employees. In addition, as the references for person who minded to improve to improve knowledge that related with reward and punishment system, motivation, and work environment.

2. Company

Hopefully, this research can giving worth information for company about the factors employees work satisfaction that can influence performance of employee who help manager in taking policy to try fulfill desirability and factors employees work satisfaction that hopefully consist improvement of employee performance and also company itself.

3. Society

Hopefully, this research can give information and reference for parties who needed especially in theory reward, punishment, and performance of employee.

4. Writers

- a. To fulfill one of requirement in finishing the study in Faculty of Economic of Islamic University of Indonesia.

- b. To get additional knowledge, information and also occupation that relevant to improve competency and intelligence.

CHAPTER II

REVIEW RELATED LITERATURE

2.1 INTRODUCTION

In this chapter, the researcher tried to provide the critical literature review of previous research findings. Any relevant theories will be very helpful to support the research. Hence, literature reviews will help the researcher to understand the theories that will be discussed in this research better.

In this chapter, the researcher will explain each definition of reward and punishment system, motivation, and work environment that may influence the performance of employee and the connection to the performance of employee. In addition, this research creates a hypothesis formulation to make it easier to understand each connection. These hypotheses become the concern of this research to do the research.

2.2 WORK PERFORMANCE

Work performance of employee is an individual thing because every employee has a different ability levels in their task. The management of employees can measure their performance based on the performance of each employee. Performance is an action, rather than events. Performance of action consists of many components and is not a result that can be seen on the spot. Performance depends on a combination of ability, effort, and opportunities that are discovered. This means that performance is the result of work employees in

work for the period specific time and emphasis on the work of employees who completed a period of time (Timpe, 1993, p.3) in Diah Rahmawati (2012). Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period. Performance on the job as a whole would be equal to the average of performance on the critical or essential job functions. The functions have to do with which work is performed and not with the characteristics of the person performing (William, 1998, p.75) in Diah Rahmawati (2012).

Performance, however, is not just an individual phenomenon; it also has group and organisation-wide dimensions, each with inputs, processes, and results that parallel those operating at the individual level. In this sense, performance can be thought of as having three horizontal (or sequential) dimensions and three vertical (or scalar) dimensions. So, for instance, a team or other work group might contribute a level of collective know-how (input), engage in cooperative team working (behavioral process) and achieve a certain level of group productivity (result) (Shields, 2007, p.20).

According to Bambang Guritno and Waridin (2005), performance is a comparison of the working results achieved by employees and the standards set. Meanwhile, according to Hakim (2006), performance is a result of work achieved by individuals based on the individual's role or job in a company at a certain time, which is connected to a specific standard or size value of the company where the individual is working. While the aspects of employee performance according to Eni Nurmiyati (2011) are technical ability, conceptual, and interpersonal as well

as motivation and work environment. Based on the understanding about performance from ideas above, performance can be defined as the comparison of results achieved by employees working with the standards set.

Standards of performance are an important and often neglected element in the performance review process. Standards of performance are defined as conditions that will exist when the job has been done in an acceptable manner. They have two purposes. First, they guide the behavior of an employee to accomplish the standards that have been established. Second reason for standards of performance is to provide a basis against which the performance of an employee can be effectively and fairly appraised. Unless clear standards of performance are established, appraisals are too often biased by feelings and subjective evaluation. Effective standards of performance are based on the job and are achievable, understood, agreed on, specific and measureable, time oriented, written, and subject to change.

Performance is measured by instruments developed in the study which is incorporated in the performance measures in general which is then translated into a fundamental behavioral assessment, such as followings:

1. Quantity of work
2. Quality of work
3. Knowledge about job
4. Opinion or statement that delivered
5. Planning activities

2.3 REWARD AND PUNISHMENT SYSTEM

2.3.1 REWARD SYSTEM

An organization is formed to accomplish a specific mission. To do this, it must attract and hire people who have certain knowledge, skills, aptitudes, and attitudes. To attract and retain such people, the organization provides rewards. An organization designs and implements a reward system to focus worker attention on the specific behaviors the organization considers necessary to achieve its desired objectives and goals. The behaviors range from simply arriving at work at the scheduled time to meeting specified performance standards and providing innovative contributions that lead to improved productivity. If rewards are to be useful in stimulating desired behaviors, they must meet the demands of the employees whose behaviors they are intended to influence.

Lotta Laakso (2012) in his research stated that rewards are said to signal the organizational values to the employees as Trevor (2008) describes them “as a means of aligning a company’s most strategic asset – their employees – to the strategic direction of the organization”. Ghoshal and Bartlett (1998) captured the essence of rewarding which is not only attaching value to the employees but also more importantly adding value to the people (Armstrong, 2010, 35; 3).

Malhotra (2007:2097) in Cynthia Eshun & Frank K. Duah (2011) define rewards as ‘all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship’. It is without doubt that every employee expects some level of reward after delivering a function or task. Employees expect employers to deliver or execute designated duties to their

satisfaction whilst employees also expect their employers to assure them of adequate wages and salaries (rewards) after they dutifully deliver what is expected of them.

Diah Rahmawati (2012) in her research stated that the reward system in any organization is made up of all the methods and mechanisms, both formal and informal, used to identify and allocate rewards. It includes base pay (wages or salary), incentive pay such as bonuses and commissions, nonmonetary rewards such as gifts, celebrations, and personal recognition, promotions, and benefits.

Monetary rewards paid either directly (base pay or cash incentives) or indirectly (employee benefits paid for by an employer). These rewards may be paid in the short term or in the long term. Employers use their reward system to attract and retain those who not only have the desired knowledge and skills, but also have the interest and are willing to put forth the effort needed to link their knowledge and skills to the accomplishment of organizational goals and objectives.

Rewards basically falls into two categories; extrinsic and intrinsic rewards. According to Shanks (2007, p.30) in Cynthia Eshun & Frank K. Duah (2011) extrinsic rewards are ‘a host of external things that managers can provide that may serve as incentives for employees to increase productivity’. These include money, benefits, bonuses, promotions, flexible schedules etc. Intrinsic rewards are internal to the individual and are in many ways less tangible. In fact, they are highly subjective, in that they represent how the individual perceives and feels about work and its value. Malhotra (2007:2098) argue that ‘intrinsic rewards are

inherent in the content of the job itself' and include 'motivational characteristics such as skill variety, autonomy and feedback' as well as employee participation in decision making and role clarity (Gilsson & Durick, 1988, Singh, 998). Manion (2005) also notes five types of extrinsic rewards which can be summarized as healthy relationship, meaningful work, competence, progress, and choice.

Reward is one of the strategies human resource management to create a harmony of the work among staff with the leadership of the company in achieving the goals and objectives that have been defined. According to John Shields (2007), reward system maintained by a work organisation is likely to have three primary objectives:

1. To attract the right people at the right time for the right jobs, tasks or roles
2. To retain the best people by recognising and rewarding their contribution
3. To motivate employees to contribute to the best of their capability

Employees want rewards that are commensurate with what is given to the company and same as other employees received with similar work definitely the employee will show the work results are consistent. Equity norm is important to the reward system. If employees do not get it, then it will tend to reduce their contribution or even out of the company. So in the broader side, the reward system is designed to be able to attract, retain and encourage employees to work more productively. Reward programs are very important to get serious attention because they may increase or decrease work performance, job satisfaction, and motivation of employees.

2.3.2 PUNISHMENT SYSTEM

Punishment is utilized in many settings in the world today, whether it is at home when a parent is not pleased with the behavior or actions of her child or when a man breaks a law and becomes a target of the justice system. Punishment is acceptable in numerous situations that occur every day; it is ingrained into the human psyche that justice is served when punishment is applied. Punishment is used to teach, reform, and persuade individuals to accept what members of society view as acceptable or tolerable behavior.

"Many people define punishment as something meted out to a person who has committed a crime or other inappropriate behavior" (Miltenberger, 2004, p. 114) in Diah Rahmawati (2012). Applying this definition means that the punisher not only intends to end the behavior but also seeks retribution and hurt to the wrongdoer. The person being punished is seen, to deserve the negative effects caused by the use of punishment. Punishment, by this definition, is therefore used as a device to end the unacceptable conduct and as a tool of retribution. The negative aura triggered by the use of the word punishment is a result of this definition. Understanding this characterization is important when considering its use in a professional setting.

The behavior modification definition of punishment is the process in which the consequence of a behavior leads to a decline in occurrences of that behavior in the future. According to this definition, the intent of punishment is to prevent future episodes of a particular behavior (Miltenberger, 2004).

There are two ways punishment can be carried out that is positive punishment and negative punishment. Positive punishment presents the addition of an aversive stimulus. If an employee commits a rule infraction, the first response according to a common discipline system in business, is a verbal warning. The verbal warning is an example of an aversive stimulus that was imposed as a result of a rule infraction. On the other hand, negative punishment removes a reinforcing stimulus. An example of negative punishment can also be derived from a common business practice. Some business will suspend a problem employee without pay. The removal of pay constitutes an exclusion from the reinforcing stimulus of being paid and therefore is a form of negative punishment (Barth, 2002).

Diah Rahmawati (2012) in her research stated that there are four main factors that influence the effectiveness of punishment. The first is immediacy: “For punishment to be most effective, the consequence must follow the behavior immediately” (Miltenberger, 2004, p.122). Secondly, contingency plays a large role in the success of punishment system. If an employee is punished only one out of every 10 times he is late, he is not as likely to stop that behavior as he would be if the punisher were implemented every time. Establishing operation is the third identified factor in the effective use of punishment. An establishing operation is an event that changes the value of a stimulus as reinforcement or punisher. A common punishment for an employee is when he is asked to stay late and finish work that has not been completed. Most employees would begrudgingly oblige, fearing bad reviews from the boss later on. However, if the employee knew that a

friend frequently stays a late and would be staying late that night, it would weaken the force of this aversive stimulus and thus an establishing operation would be formed. Conversely, if the employee would be missing an event that was particularly important to him, for instance his child's sporting event, the aversive stimulus of staying late would be much more powerful. The final factor for effective punishment is the difference in individuals and the magnitude of the punishers being used. Some intended punishers may not affect some employees because of the chosen stimulus or the extent of the punishment itself. Consequences that function as punishers vary from person to person. An event may be established as a conditioned punisher for one person but not for another. The magnitude and intensity of a punishment also affect whether a stimulus will function as a punisher. Generally, the more intense the aversive stimulus, the more likely it will serve as a punisher (Miltenberger, 2004).

Punishment is sometimes wrongly appropriated as a motivational tool by managers to prod employees into work. One author wrote, "Controversy surrounding the significance of punishment with respect to its role and effectiveness in behavior control as well as society's acceptance for this traditional method has encouraged many people in positions of power to use punishment as a means of control" (Appelbaum, 1998). It has been noted that this technique can achieve positive results in the short term. It is used because managers find it effective to pit employees against each other in an attempt to form competition motivation. The main problem associated with this type of management is that, as noted before, the results are only short term and discourage relationships among

front-line employees. Positive relationships form productivity that is more sustained, but when a manager needs quick results, most turn to fear motivation (Maccobyet, 2004).

Punishment, therefore, will only work if the right environment and tools for effectiveness are developed to the fullest extent. Any consideration to use punishment must be carefully thought out, planned, and carried out. Punishment, by its nature, evokes resentful behavior from the individual receiving the punishment, especially when each of the terms of effectiveness is not properly put into practice (Appelbaum et al., 1998). If punishment is going to be used, it has to be immediate, contingent, and applied to all employees equally or it will not be accepted. It can also result in anger, aggression, and punishment effect (Appelbaum, et al., 1998). Punishment does not seem to be a successful solution to the discipline problems present in the workplace environment. If punishment is not the right choice for maintaining desirable behaviors in the workplace, other alternatives must be sought.

2.4 MOTIVATION

Human behavior actually is just the simplest reflection of their basic motivations. Content theories focus on the underlying human needs that supposedly shape motivational drive. The assumption is that people will behave in ways that they think will satisfy some or all of these needs. Need satisfaction gives rise to feelings of pleasure and satisfaction. In essence, then, all behaviour is seen as being motivated by unsatisfied needs and the desire for need satisfaction.

Motivation may be defined as the desire and willingness of a person to expend effort to reach a particular goal or outcome. Individual motivation is a consequence of many forces operating simultaneously in the person and in the person's environment. Motivated behavior in the organizational setting is just as complex. Motivated behavior results from the interplay of many factors, including organizational culture, leadership style, structure, and human resources policies and practices. The individual personality traits, skills, and attitudes that a person brings to the job also play a large part in motivation (Wendell, 1994, p.105).

According to Robbins (2007), motivation is a process that contributes to the intensity, direction, and duration of the ongoing individual efforts towards achievement of targets. In addition, the definition of motivation also comes from the Marihot Tua E. H. (2002) as the factors that lead and encourage behavior or desire for someone to do an activity that is expressed in terms of effort.

Young (2000, p1) suggest that motivation can be defined in a variety of ways, depending on who you ask .Ask someone on the street, you may get a response like "it is what drives us" or "it is what make us do the things we do." Therefore motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work."

Bassett-Jones &Lloyd (2005, p931) presents that two views of human nature underlay early research into employee motivation. The first view focuses on Taylorism, which viewed people as basically lazy and work –shy", and thus held that these set of employees can only be motivated by external stimulation. The second view was based on Hawthorn findings, which held the view that

employees are motivated to work well for “its own sake” as well as for the social and monetary benefits this type of motivation according to this school was internally motivated.

According to Dean R. Spitzer (1995), there are two types of motivation, self-motivation and external motivation. Self-motivation is the most powerful motivational force there is. It leases the talent motivational energy residing in all of us, and has the potential to energize extraordinary human performance. Gradually, the power of self-motivation becomes obscured by the overwhelmingly powerful impact of external forces, such as rewards and threats. External rewards including money, awards, and praise begin to substitute for the simple, natural joys and curiosities of life.

Companies that depend too much on external rewards and threats to get things done do not achieve long-term high performance. External motivation is always temporary. It depends on the potency of the reward or threat being used. It may be possible to achieve satisfactory performance and sometimes even short-term high performance through external motivation, but high productivity, excellent quality, and outstanding customer service cannot be primarily external motivated. If high performance is going to be sustained, motivation must ultimately come from the inside out, rather than the outside in (Dean R. Spitzer, 1995).

According to Maslow’s need hierarchy theory, individuals are motivated by the desire to fulfill particular needs that are shared by all people:

1. Physiological needs include the basic requirements for food, water, and sleep.
2. Security or safety needs include shelter, clothing, and ways of defending oneself.
3. Belonging and affection needs include the desire to relate to other people and to give and accept love, care, and cooperation.
4. Esteem needs include the desire for self-worth, independence, and achievement and for recognition and respect from others.
5. Self-actualization needs include the desire for growth, development, and self-fulfillment and the urge to realize one's potential

According to Rivai (2004) in Diah Rahmawati (2012), there are some behaviors that can motivate employees, such as:

1. Way of interacting
2. Being an active listener
3. Preparation of a challenging goal
4. Approach to problem solving and objectives that focus behavior not on the individual
5. The information that used reinforcement techniques

2.5 WORK ENVIRONMENT

The work environment is one important factor in creating employee performance. Because the work environment has a direct influence to the employee in completing the work which will eventually improve organizational

performance. The working environment can be good if the employees perform the activities in an optimal, healthy, safe, and comfortable condition. Therefore, the determination and the creation of good working environment will determine the successful achievement of organizational goals. Conversely, a bad work environment can decrease the motivation and low spirit of employee can decrease the performance of the employee (Diah Rahmawati, 2012).

Organizations or companies have to create a good working environment where people enjoy what they do, feel like they have a purpose, have pride in what they do and can reach their potential. The work environment affects employee morale, productivity and engagement- both positively and negatively. It is not just a twist of fate that new programs addressing lifestyle changes, work life balance, health and fitness previously that were not considered key benefits are now primary considerations of potential employees, and common practices among the most admired companies.

Today's work environment is different, diverse and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business.

According to Bindu and Rupa (2012) in their research, a work environment can be identified as the place that one works, which means the milieus around a person. It is the social and professional environment in which a person is supposed to interact with a number of people. The work environment

has a significant impact upon employee performance and productivity. By work environment we mean those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual performance. The work environment also includes policies, rules, culture, resources, working relationships, work location, and internal and external environmental factors, all of which influence the ways those employees perform their job functions.

Office environment can be described in terms of physical and behavioral components. These components can further be divided in the form of different independent variables. An organization's physical environment and its design and layout can affect employee behavior in the workplace. Brill (1992) in Demet L. (2012) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. Stallworth and Kleiner (1996) in Demet L. (2012) argue that increasingly an organization's physical layout is designed around employee needs in order to maximize productivity and satisfaction. They argue that innovative workplaces can be developed to encourage the sharing of information and networking regardless to job boundaries by allowing communication freely across departmental groups. Statt (1994) in Demet L. (2012) argues that the modern work physical environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and

cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Demet L., 2012).

Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization (Weiss, 1999; Wise, Darling-Hammond and Berry, 1987) in Demet L. (2012), as well as levels of job satisfaction and the perception of fairness of pay (Brockerman and Ilmakunnas, 2006). From a safety perspective, Gyekye (2006) indicates that environmental conditions affect employee safety perceptions which impact upon employee commitment.

Extensive scientific research conducted by Roelofsen (2002) has also yielded indications suggesting that improving working environment results in a reduction in a number of complaints and absenteeism and an increase in productivity. The indoor environment has the biggest effect on productivity in relation to job stress and job dissatisfaction. As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. It is evident in the research findings of Patterson et al., (2003) that the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and particularly productivity. Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace

becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment. (Sekar, C. (2011). There are various literatures that define different factors that influence the performance of the employees. Haynes (2008) explains the behavioral office environment behavioral components of the office environment that have the greatest impact on office productivity. In all of the work patterns, it was found that interaction was perceived to be the component to have the most positive effect on productivity, and distraction was perceived to have the most negative. As people are the most valuable resource of an organization, and that the management of people makes a difference to company performance.

2.6 REVIEW OF PREVIOUS STUDY

Carolina Mikander (2010) conducted a thesis entitled “The impact of a reward system on employee motivation in Motonet-Espoo”. This thesis was conducted in order to help Motonet-Espoo analyze the attitudes of their employees towards the reward systems of the company. More specifically it helped the company to investigate which of the reward stems is most preferred and what other rewards motivate the employees. As a conclusion it can be seen that the general factors that affect work motivation in Motonet-Espoo are personal growth, work environment, achievement, salary, recognition, responsibility and work itself. A combination of material reward and spiritual encouragement seems be the most efficient way to maximize work motivation in Motonet-Espoo.

Thus, Eni Nurmiyati (2011) had also done her thesis entitled “Hubungan Pemberian Reward dan Punishment dengan Kinerja Karyawan pada BPRS Harta Insan Karimah”. This study focused on how the provision of reward and punishment in BPRS Harta Insan Karimah and how it related to the performance of employees. In this study, the forms of reward focused on the promotion, career development, incentive compensation, and benefits. While the aspects of employee performance were discussed in this study are technical ability, conceptual, and interpersonal as well as motivation and work environment. The results showed that there is a relationship among reward system and the performance of employees with a correlation value of 0.337. The contribution of granting rewards to employee performance (coefficient of determination/ R^2) is 11.36%. While the correlation coefficient is 0.102 awarding punishment. It means a weak relationship between the administrations of punishment to the performance of employees. And awarding punishment contributes to employee performance by only 1.04%.

Neelkamal Narsee (2012) had also done his thesis entitled “Comparing the Impact of Monetary and Non-Monetary Reward Programmes towards Employee and Organisation Motivation”. This research considers the impact of the reward systems and programmes, monetary and non-monetary rewards, as a means of motivating employees to achieve organisations identified strategic objectives. The purpose of this research was to discover whether a well-designed reward programme would result in the motivation of employees. A questionnaire was developed using reward categories from the World at Work Total Reward Model

and the Towers Perrin Total Rewards Effectiveness Blueprint. The results of the survey indicated that both organisations and employees recommend financial benefits as being the most important reward category. However, there was more of a preference from employees for career development, coaching/mentoring and work life balance than there was from the organisations. Furthermore, it is evident from the results that organisations are utilising a combination of both monetary and non-monetary rewards, as a share of the reward package in relation to the varying needs of the labour force. Given the current economic climate, there is a major case for providing more value on non-monetary rewards to motivate employees, given the cost pressures faced by organisations. Although monetary rewards were rated as being the most important, there is an opportunity to combine them with non-monetary rewards and presented to an individual as reward package.

This research is a replica from the research of Diah Rahmawati C. U (2012) entitled “The Influence of Reward and Punishment System, Motivation, and Work Environment toward the Performance of Employee: Case Study in PT. Aseli Dagadu Djokdja”. Definition of performance according to Rivai and Basri (2005) is the willingness of a person or group of people to do something and improve their activities in accordance with the responsibilities of the results are expected. There are four aspects of performance, such as ability, acceptance of corporate objectives, the level of objectives achieved, and the interaction between objectives and capabilities of employees within the company. Tika (2005) in Diah Rahmawati (2012) argued that 4 (four) elements contained in the performance are,

the results of work function, the factors that affect the performance of the employee, achievement of organization goals and certain time period. The research concluded three conclusions:

- a. The perception about reward and punishment system gives positive significant influence toward the performance of employee.
- b. The perception about motivation gives positive significant influence toward the performance of employee.
- c. The perception about work environment gives positive significant influence toward the performance of employee.

2.7 HYPOTHESIS FORMULATION

Reward and punishment system is a form of encouragement to reinforce a behavior or stop the behavior that does not effective. As part of the behavioral approach to this day the two approaches are very effective in influencing the performance of employee within the company.

Reward is one of the strategies human resource management to create a harmony of the work among staff with the leadership of the company in achieving the goals and objectives that have been defined (John Shields, 2007). Employees want rewards that are commensurate with what is given to the company and same as other employees received with similar work definitely the employee will show the work results are consistent. If employees do not get reward, then it will tend to reduce their contribution or even out of the company. So in the broader side, the reward system is designed to be able to attract, retain and encourage employees to

work more productively. Reward programs are very important to get serious attention because they may increase or decrease work performance, job satisfaction, and motivation of employees (Diah Rahmawati, 2012).

Punishment has a purpose in order to make someone more active in correcting and improving the achievement that has been reached. Punishment is the administration of negative consequences or the withdrawal of positive consequences that tend to reduce the likelihood of repeating the behavior in similar settings. Naturally either reward or punishment system together needed to motivate someone, include motivate human resources in increasing quality of performance (Diah Rahmawati, 2012). By this explanation, a hypothesis is proposed:

H1: Perception about reward and punishment system has positive influence toward the performance of employee.

Definition of motivation is expressed by Sopiah (2008) which is the circumstances in which strong will and effort of the person is directed toward achieving the results or specific goals. The results are referred to be productive, attendance, or behavior of other creative work.

Young (2000, p.1) suggest that motivation can be defined in a variety of ways, depending on who you ask. Ask someone on the street, you may get a response like “it is what drives us” or “it is what makes us do the things we do.” Therefore motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work.”

The amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organisation prevents them from attaining good outcomes (Antomioni, 1999, p.29). Thus, the researchers propose a hypothesis:

H2: Perception about motivation has a positive influence toward the performance of employee.

Working environment where employees working are important in improving employee performance. According to Mardiana (2005), the working environment is an environment which employees perform their daily work. Working environment that is conducive provide safety feeling and enable staff to be able to work optimally. The environmental factors are working conditions, material and psychological conditions that exist within the environment such as physical environment, as well as the non-physical environment such as employment atmosphere, welfare, and employee relations with the leaders. Good working environment can support the implementation of employment so that employees have a passion to work and improve employee performance.

According to Bindu and Rupa (2012) in their research, a work environment can be identified as the place that one works, which means the milieus around a person. It is the social and professional environment in which a person is supposed to interact with a number of people. The work environment has a significant impact upon employee performance and productivity. By work environment we mean those processes, systems, structures, tools or conditions in

the workplace that impact favorably or unfavorably individual performance. By this explanation, a hypothesis is made:

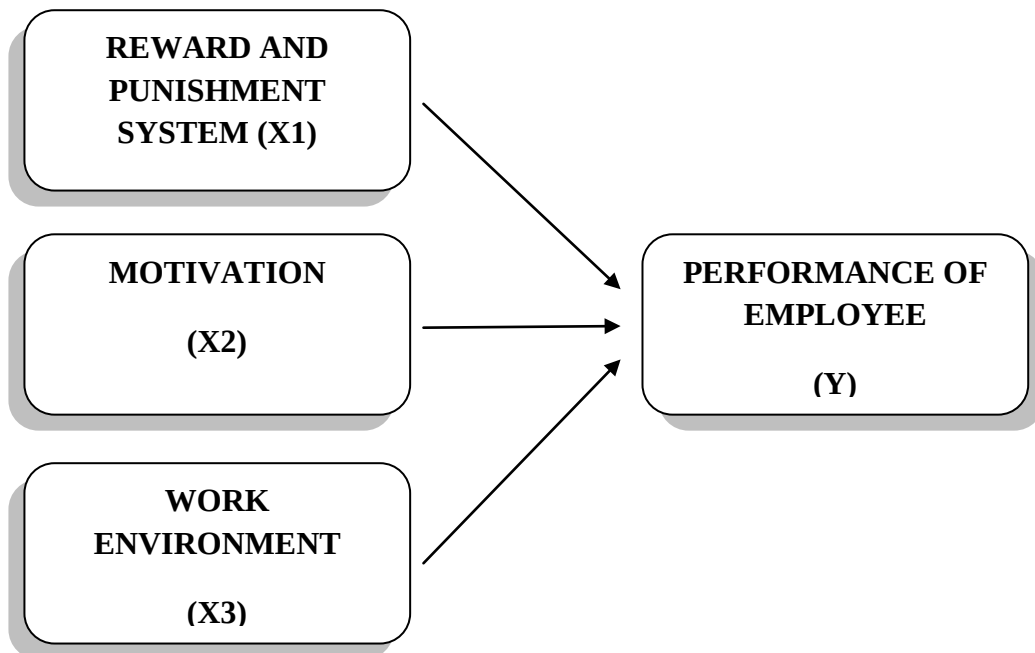
H3: Perception about work environment has a positive influence toward the performance of employee.

2.8 CONCEPTUAL FRAMEWORK

The explanation above can be clarified by the influence of variables reward and punishment system, motivation, and work environment toward the performance of employee, which will be schematically illustrated in the figure below:

Figure 2.1

Conceptual Framework



CHAPTER III

RESEARCH METHOD

3.1 TYPE OF STUDY

This study is an empirical research in the form of a case study and type of data used in this research is primary data that are obtained by the researcher by interviewing and spreading the questionnaire containing closed questions to the employees of Royal Ambarrukmo hotel Yogyakarta.

3.2 POPULATION AND SAMPLE

3.2.1 Population

Population is the whole individual unit or object from where the sample is taken. Ferdinand (2006) in Diah Rahmawati (2012) defined population is a combination of all the elements that shaped the events, things, or people who had similar characteristics that become the center of attention of researchers, because it is viewed as universe of research. The population in this research is all employees who work in Royal Ambarrukmo hotel.

3.2.2 Sample

Ferdinand (2006) in Diah Rahmawati (2012) stated that sample is a subset of the population that consists of several members of the population. In this research does not use sampling techniques because the samples of the study are the entire existing populations, which is called as a census. Considering that Royal

Ambarrukmo hotel has 199 of employee, so it is worthy to take overall population as the sample. Thus, the samples in this study were only 135 employees who work in Royal Ambarrukmo hotel.

3.3 RESEARCH VARIABLES

In this research, the research variables consisted of the dependent variable and independent variables are described as follows:

1. Independent Variable

Ferdinand (2006) in Diah Rahmawati (2012) stated that independent variable is a variable that affect the dependent variable. Influence both positive and negative effects. In this script analysis, it can be seen that a variable explain about a way or a method is not solved other than independent variables. In this research, independent variable is reward and punishment system, motivation, and work environment.

2. Dependent Variable

Ferdinand (2006) in Diah Rahmawati (2012) stated that dependent variable is a variable that become the core of the researcher. In script analysis, the nuance of a problem is reflected in the dependent variable. Variations of these factors should be explained by the researcher. In this research, the dependent variable used is performance of employee.

3.4 DATA SOURCES

The data used in this research are primary and secondary data. The primary data was collected through employee surveys using questionnaire. The questionnaire consisted of information about perception of reward and punishment system, motivation, work environment, and performance of employee. Secondary data is collected from literatures and journals that support this research.

3.5 DATA COLLECTING METHOD

There are two methods used for collecting the data needed to be analysis in this research, there are:

a. Collecting Primary Data

Data collection method that used in primary data is questionnaire. The questionnaire is a data collecting method that is done by arranging the questions that are closed that should be completed by respondents by selecting one of the alternative answers provided. Questionnaire in this research has been done from 23th November until 13th December 2013. Before that time, the researcher has to fix the question to Thesis Supervisor and Human Resource Manager of Royal Ambarrukmo hotel. After accepted, researcher spread the questionnaire to the employees of Royal Ambarrukmo hotel. The questionnaire is adapted from Diah Rahmawati's (2012) questionnaire.

b. Collecting Secondary Data

Secondary data acquired from the company, such as structure organization and profile of the company.

A scale used in this research is Likert scale. Based on Imam Ghozali (2005), Likert scale is the scale that consists of 5 levels of answer preference as follows:

1 = Strongly disagree

2 = Disagree

3 = Less Disagree

4 = Agree

5 = Strongly agree

3.6 DATA ANALYSIS METHOD

3.6.1 Multiple Regression Analysis

Data analysis methodology which is used in this research is Multiple Regression that will be operated by using SPSS. Multiple regression analysis can be used to know how far the influence of the independent variables i.e. reward and punishment system (X1), motivation (X2), and work environment (X3) towards the performance of employee (Y) in Royal Ambarrukmo Hotel. The assumptions are as follow:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Explanation:

Y = Performance of Employee

b1, b2, b3 = Regression coefficient

X1 = Reward and punishment system

X2 = Motivation

X3 = Work environment

e = Nuisance fault

a = Constanta

3.6.2 Instrument Testing Method

a. Validity Test

Validity is evidence that the instrument, technique, or process used to measure a concept does measure the intended concept (Sekaran, 2003). Validity test was used to measure how valid the questionnaire (Diah Rahmawati, 2012). One questionnaire is stated as valid if the questions in the questionnaire are able to reveal something that will be measured. The validity can be measured by comparing the value of *r-count* (correlation item total correlation) with the value of *r-table* with the provisions for *degree of freedom* ($df = n - k$), where n is the amount of sample that be used and k is the amount of the independent variable (Diah Rahmawati, 2012).

b. Reliability Test

Reliability is used to measure the variables contained in a questionnaire. It attests to the consistency and stability of the measuring

instrument. The reliability of a measure indicates the extent to which the measure is without bias (error free) and hence offers consistent measurement across time and across the various items in the instrument (Sekaran, 2003). In this research, reliability test is done by SPSS software program. It uses alpha coefficient from Cronbach to find the value of alpha Cronbach for each type of questionnaire that shows its reliability. The alpha scale is used to test the reliability of the data. The reliability is shown by the value of alpha, in which the value of 0.60 above is considered reliable (Sekaran, 2003). If the result of alpha Cronbach (α) is close to 1, therefore the questionnaire is said to be reliable.

3.7 CLASSICAL ASSUMPTION MODEL

3.7.1 Normality Test

Normality test is aimed at knowing if there is a normal distribution in regression model, because a good regression model has normal a distribution data or close to normal. A good regression model is to have a residual value which is normally distributed. So the normality test was not performed on each variable but the residual value. To prove whether the data distribution is normal the researcher uses Kolmogorov-Smirnov. Kolmogorov-Smirnov test used a significance level of 0.05 (Lina, 2012).

3.7.2 Multicollinearity Test

Multicollinearity test is to see whether there is a high correlation between the free variables in a multiple regression model or not. It can be detected by analyze the correlation matrix of independent variable or by use the calculation of: (1) Tolerance value and its opposite and (2) Variance Inflation Factor (VIF). Both these measures indicate each independent variable which is explained by other independent variables. If $VIF > 10$, then there is multicollinearity and conversely when the $VIF < 10$ means there is no multicollinearity (Sujarweni, 2007).

3.7.3 Heteroscedasticity Test

Heteroscedasticity test is used to determine whether there is a deviation of heteroscedasticity classical assumption or not. This deviation occurs when there is inequality of variance the residual for all observations on the regression model. In this research, the researcher uses SPSS to determine the existence of heteroscedasticity. Detection of presence or absence of heteroscedasticity can be done by using Glejser test. Glejser Test done by regressing the independent variables toward absolute residual value (Gujarati, 2004).

3.7.4 Autocorrelation Test

Autocorrelation is a correlation between the members in the range of time or between spaces for cross section data. The aim of this test is to test

whether there is a correlation in linear regression model between disturbance mistakes in t period with mistakes in $t-1$ period. If there is a correlation, then we can conclude that there is an autocorrelation. This event caused by chronological observation during the period that is connected each other.

This test using Durbin-Watson test in testing whether the regression model has autocorrelation relationship or not, with the criteria as follow:

Table 3.1

Criteria of Durbin-Watson Test

Criteria	Conclusion
$DW < dL$	There is positive autocorrelation
$dL < DW < dU$	Cannot be concluded whether there is an autocorrelation or not
$dU < DW < (4-dU)$	There is no autocorrelation
$(4-dU) < DW < (4-dL)$	Cannot be concluded whether there is an autocorrelation or not
$DW > (4-dL)$	There is negative autocorrelation.

DW is Durbin-Watson value which can be found by using Durbin-Watson test in the SPSS. The dL and dU can be found from Durbin-Watson statistic tables.

3.8 MODEL TESTING

3.8.1 Partial Regression Coefficient Test (*T* Test)

T test is a statistical test that establishes a significant mean difference in a variable between two groups (Sekaran, 2003). It is used to determine the significant influence of independent variables (independence, competence, behavioral ethics and experiences) partially the dependent variable (audit opinion). Significance of independent variables to dependent variable is shows the probability value (β) from the *T* test of each independent variable at the significant level of 5% ($\alpha=0.05$). If the probability value (β) is less than α (0.05), then H_0 is rejected and H_a is accepted.

3.8.2 Coefficient of determination (R^2)

Coefficient of determination is aimed to measure how far the ability of a model to explain the dependent variable variation. The value of coefficient determination is $0 < R^2 < 1$. Coefficient determination that is close to one means that independent variables give almost all of the information needed to predict dependent variable. The use of R^2 is biased with the amount of independent variables included in the models.

Any additional in independent variable into the model, the R^2 increased certainty whether this independent variable affect significantly or not. Not like R^2 , the value of *adjusted* R^2 absolutely rise no matter there is any additional independent variable into the model. Therefore, it is better to use the

value of *adjusted R²* to evaluate the best regression model (Diah Rahmawati, 2012).

3.9 HYPOTHESIS TESTING

To examine the effect of independent variable individually (H1 and H3), the researcher uses t test of significance and to test the influence of independent variables simultaneously the researcher uses F of significance (H2). Based on the research problem, hypothesis testing will be conducted as follows:

3.9.1 T Test of Significance is Used, to Test the Effect of Independent Variables toward the Dependent Variables Individually.

H₀₁: $\beta \leq 0$: Reward and Punishment system have no positive influence toward the performance of employee.

H_{a1}: $\beta > 0$: Reward and Punishment system have a positive influence toward the performance of employee.

H₀₂: $\beta \leq 0$: Motivation has no positive influence toward the performance of employee.

H_{a2}: $\beta > 0$: Motivation has a positive influence toward the performance of employee.

H₀₃: $\beta \leq 0$: Work environment has no positive influence toward the performance of employee.

H_{a3}: $\beta > 0$: Work environment has a positive influence toward the performance of employee.

T test criteria:

If p - value is less than 0.05, H_0 is rejected and H_a is accepted.

If p – value is more than 0.05, H_0 is accepted and H_a is rejected.

T test is performed on a 95% degree of confidence.

CHAPTER IV

ANALYSIS AND DISCUSSIONS

4.1 DESCRIPTION OF COMPANY

4.1.1 History of Royal Ambarrukmo Hotel

The Royal Ambarrukmo Hotel is one of Yogyakarta's truly historic landmarks, and a visit here promises to be a unique experience. With its roots stretching back to the 19th century, the hotel is an integral part of the restored Ambarrukmo Royal Palace Residence.

History of Royal Palace Residence

Built between 1857 and 1859 by King Hamengkubuwono VI and named as Pesanggrahan Arjapurna. It was functioned as a meeting venue with The Governor-General of the Dutch East Indies, as well as a resort for the royal family.

In 1895-1897, the palace was renovated by King Hamengkubuwono VII and functioned as meeting venue with Kings from Surakarta palace. Later the palace became a family home for the King Hamengkubuwono VII. Today, the palace is registered as a National Heritage Site, which will soon be revitalized as a museum featuring its extensive art collection.

History of The Hotel

The hotel itself was constructed in the 1960', soon after Indonesia received war reparation funds from government of Japan. On the initiative of

first President Soekarno and King Hamengkubuwono IX, the hotel was opened in 1966 and became the first luxury hotel in region during that period.

Ambarrukmo Today

Located in the same complex, the first high-end shopping mall was opened in 2006, and became the largest shopping mall in region.

Royal Ambarrukmo Hotel has achieved its iconic status not only for its pioneering luxury hotel and becoming home to many firsts, but also for being a symbol of urban culture in Yogyakarta.

4.1.2 Vision and Mission of Royal Ambarrukmo Hotel

Vision

Royal Ambarrukmo Yogyakarta becomes the first choice and the best Hotel in Jogja.

Mission

Create more value for 'Stake Holders' by providing top quality products with a friendly professional service in realizing the 'Touch of Indonesia' as the image of the Royal Ambarrukmo Yogyakarta.

4.1.3 Company's Organization Structure

The organizational structure is the arrangement of the components (work units) within the organization. The organizational structure shows the division of labor and the ways these different functions or activities are integrated in the coordination system. The organizational structure is

generally illustrated in a chart below while the organization structure of Royal Ambarrukmo Hotel can be seen in the appendix.

4.1.4 Location

Royal Ambarrukmo Hotel located in Jl. Adi Sucipto No. 81, Yogyakarta.

4.2 Respondents Demographic Characteristics

This research discusses about the influence of reward and punishment system, motivation, and work environment toward the performance of employee. Respondent of this research is 135 employees of Royal Ambarrukmo Hotel. The respondents who had already fulfilled the questionnaire were classified by gender and age. This classification aims to know the general characteristics of the respondents.

4.2.1 Characteristic of Respondent by Gender

Based on the identification by gender, the total distribution of men employee and women employee can be seen in this table:

Table 4.1

Distribution by Gender of Respondent

No	Categories	Total	Percentage
1	Men	22	16 %
2	Women	113	84 %
Total		135	100 %

From the table above, it can be seen that from 135 respondents as the sample of this research, 113 respondents (84%) are men and 22 respondents (16%) are women. Thereby, the biggest number of respondent is male.

4.2.2 Characteristic of Respondent by Age

Based on identification by age, the respondent can be classified as follow:

Table 4.2

Distribution by Age of Respondent

No	Categories	Total	Percentage
1	20	1	1 %
2	22	10	7 %
3	23	6	4 %
4	24	15	11 %
5	25	12	9 %
6	26	17	13 %
7	27	13	10 %
8	28	22	16 %
9	29	23	17 %
10	30	16	12 %
Total		135	100 %

9:20 ~ 9:30 = գրադիմումներ
9:30 ~ 9:35 = զինակ
9:35 ~ 9:40 = բարձրագույն
9:40 ~ 9:45 = դպրանոց
9:45 ~ 9:50 = գրադիմումներ

Հարգելով առևտրային կազմակերպություններին

Զ

Ի ԳՅՈՒ

9:20 ~ 9:30 = ամբողջական
9:30 ~ 9:35 = զինակ
9:35 ~ 9:40 = բաց քաղաք
9:40 ~ 9:45 = դարձան
9:45 ~ 9:50 = ամբողջական

Հարգված մեծեր եմ և ինչ որ ասեցի ուր չպատահեց

Է

- 9:50

[illegible]

9:20 ~ 9:30 = գրադիմումներ
9:30 ~ 9:35 = զինակ
9:35 ~ 9:40 = բարձրագույն
9:40 ~ 9:45 = համբան
9:45 ~ 9:50 = գրադիմումներ

Հարգելով առևտրի խոսքը դուրս ելքը

Զ

- 9:50

[illegible]

[illegible]

[illegible]

Results of descriptive analysis to research variable can be shown on this table as follow:

Table 4.3
Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Performance of employee	135	2.60	5.00	4.0889	0.31639
Reward and punishment system	135	2.00	5.00	4.0430	0.41205
Motivation	135	2.00	5.00	3.9704	0.44287
Work environment	135	1.50	5.00	4.1926	0.46414

Source: primary data processed, 2014

Based on descriptive statistic on table 4.3, it indicates that the mean of respondent assessment to reward and punishment system is 4.0889 and the standard deviation is 0.31639. This means that the employees have given the assessment, which agrees to reward, and punishment can influence the performance of employee because it has interval between 3.41 – 4.20. This result shows that the influence of reward and punishment system on performance of employee is interesting and challenging for employee to improve their performance.

The mean of descriptive result of motivation is 3.9704 and the standard deviation is 0.44287. This means that the employees have given the assessment

which agree to motivation can influence the performance of employee because it has interval between 3.41 – 4.20. This result indicates that the motivation given by the company can influence the employees to having credibility and responsibility in working.

The mean of descriptive result of work environment is 4.1926 and the standard deviation is 0.46414. This means that the employees have given the assessment which agree to work environment can influence the performance of employee because it has interval between 3.41 – 4.20. This result indicates that the employees have trust to company can give good quality of facilities in order to improve their performance and comfort in working.

The mean of descriptive result of performance of employee is 4.0889 and the standard deviation is 0.31639. This means that the employees have given the assessment, which agrees to performance of employee because it has interval between 3.41 – 4.20. This result indicates that employees trying to give their best performance and responsible in working in order to improve the quality of employee of the company.

4.4 QUALITATIVE ANALYSIS

4.4.1 Test of Validity

Test of validity is conducted by using product moment method. The test is conducted by seeing at the coefficient number (R_{xy}) that shows the relationship between the question score with the total score (item-total correlation). The result will be compared with the r table in which $df=n-2$ with

5% corrected item-total correlation. If the r table is less than r count, the question is valid and vice versa.

1. Perception about Reward and Punishment System

Table 4.4

The Results of Validity Test on Perception about Reward and Punishment System

Item	Corrected Item- Total Correlation	R table	Explanation
Question 1	0.687	0.168	Valid
Question 2	0.715	0.168	Valid
Question 3	0.601	0.168	Valid
Question 4	0.626	0.168	Valid
Question 5	0.555	0.168	Valid

Source: primary data processed, 2014

The results of validity test show that the entire items in the questionnaires calculation function have corrected item-total correlation value more than 0.168. It means that the entire questions on the questionnaire are valid.

2. Perception about Motivation

Table 4.5

The Results of Validity Test on Perception about Motivation

Item	Corrected Item- Total Correlation	R table	Explanation
Question 1	0.652	0.168	Valid
Question 2	0.681	0.168	Valid
Question 3	0.638	0.168	Valid
Question 4	0.674	0.168	Valid
Question 5	0.659	0.168	Valid

Source: primary data processed, 2014

The results of validity test show that the entire items in the questionnaire calculation function have corrected item-total correlation value more than 0.168; it means that the entire questions on the questionnaires are valid.

3. Perception about Work Environment

Table 4.6

The Results of Validity Test on Perception about Work

Environment

Item	Corrected Item-Total Correlation	R table	Explanation

Question 1	0.684	0.168	Valid
Question 2	0.751	0.168	Valid
Question 3	0.808	0.168	Valid
Question 4	0.674	0.168	Valid

Source: primary data processed, 2014

The results of validity test show that the entire items in the questionnaire calculation function have corrected item-total correlation value more than 0.168, it means that the entire questions on the questionnaire are valid.

4.4.1 Test of Reliability

Reliability is an index showing how far the measurement tools are trustworthy and free from bias. In other word, reliability show us the consistency of a measurement tools to measure the same or similar phenomena. Reliability is a benchmark of a stability and consistency of respondent's answer on the questionnaire. This research use Cronbach's Alpha test to test the reliability. The questionnaire is reliable if its coefficient value of alpha is more than 0.6.

1. Perception about Reward and Punishment System

Table 4.7

Calculation Function Case Processing Summary Reliability

Case Processing Summary

		N	%
Cases	Valid	135	100.0
	Excluded ^a	0	.0
	Total	135	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.8

Calculation Function Reliability Statistic

Reliability Statistics

Cronbach's Alpha	N of Items
.634	5

The value of Cronbach's Alpha is 0.634 and it is bigger than 0.6, so it can be concluded it is reliable.

2. Perception about Motivation

Table 4.9

Calculation Function Case Processing Summary Reliability

Case Processing Summary

		N	%
Cases	Valid	135	100.0

Excluded ^a	0	.0
Total	135	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.10

Calculation Function Reliability Statistic

Reliability Statistics

Cronbach's Alpha	N of Items
.674	5

The value of Cronbach's Alpha is 0.674 and it is bigger than 0.6, so it can be concluded it is reliable.

3. Perception about Work Environment

Table 4.11

Calculation Function Case Processing Summary Reliability

Case Processing Summary

	N	%
Cases Valid	135	100.0
Excluded ^a	0	.0
Total	135	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.12**Calculation Function Reliability Statistic****Reliability Statistics**

Cronbach's Alpha	N of Items
.705	4

The value of Cronbach's Alpha is 0.705 and it is bigger than 0.6, so it can be concluded it is reliable.

Table 4.13**Reliability Test Result**

Variable	Cronbach's alpha	Critical Value	Explanation
Perception about reward and punishment system	0.634	0.60	Reliable
Perception about motivation	0.674	0.60	Reliable
Perception about work environment	0.705	0.60	Reliable

Source: primary data processed, 2014

Based on the reliability test on the research instruments, the results show that every function has coefficient reliability which is bigger than 0.60. Therefore, the researcher concludes that the research instruments are reliable.

4.5 CLASSICAL ASSUMPTION

Before the analysis of multiple linear regressions is conducted, first thing to do is the classic assumption test. To be able to perform regression analysis, the data must satisfy the assumptions of classical test of normality, multicollinearity test, heteroscedasticity test, and autocorrelation test. Followings are the test results with the classical assumption of independent variables Reward and Punishment System, Motivation, and Work Environment with dependent variable.

4.5.1 Normality Test

Normality test in this research used Kolmogorov-Sminov test. This test was used in order to know whether the residual of this research data are normally distributed. Based on Ghazali (2006) in Diah Rahmawati (2012), normality test are aims to test whether in the regression model or residual confounding variables have normal distribution. If this assumption is violated then the statistical test becomes invalid for small sample size. Here are the results of tests of normality using the Kolmogorov-Sminov.

Table 4.14

Normality Test of Kolmogorov-Sminov

Kolmogorov-Sminov	Significances	Explanation
0.785	0.568	Normal

Source: primary data processed, 2014

Based on table above, there are values of Kolmogorov-Sminov that can be compared with the table z or compared with the significant value with α

= 0.05. The value of z count is 0.785 with the significant of 0.568. Therefore the value of 0.568 has greater significance value than the error level $\alpha = 0.05$. Thus, it can be stated that the residual of the data is normally distributed.

4.5.2 Multicollinearity Test

This test is a form of testing for the assumptions in multiple regression analysis. Multicollinearity assumption stated that variables should be free from symptoms of multicollinearity. Symptom of multicollinearity is a symptom of correlation between independent variables. Purbayu (2005) in Diah Rahmawati (2012) stated that multicollinearity can be seen if the tolerance value is greater than or as same as 0.10 or the variance inflation factor (VIF) is less than or as same as 10 (Ghozali 2006). Followings are the results of multicollinearity for independent variable presented in the table 4.15.

Table 4.15

Multicollinearity Test Results

Variable	Tolerance Value	VIF	Explanation
Perception about reward and punishment system	0.751	1.331	No multicollinearity
Perception about motivation	0.677	1.478	No multicollinearity
Perception about work environment	0.779	1.283	No multicollinearity

Source: primary data processed, 2014

From the table above, it can be seen that the VIF for Reward and Punishment System is 1.331. Perception about Motivation has VIF 1.478. The last is perception about Work Environment that has VIF value of 1,283. All the independent variable has a tolerance value greater than 0.1, so as the VIF value, which is less than 10. Therefore, it can be concluded that there is no multicollinearity between independent variable in this model.

4.5.3 Heteroscedasticity Test

Heteroscedasticity means that the variance error in the model is not same as constant (Algifa, 1997) in Diah Rahmawati (2012). Meanwhile, Awat (1995) in Diah Rahmawati (2012) stated that the problems of heteroscedasticity often arise when the data used are the cross-sectional. Draper and Smith (1992) in Diah Rahmawati (2012) stated that cross-sectional data is the data can be considered as the information, which are collected in one “point” at the same time.

To detect the presence of symptoms of heteroscedasticity, this study carried out glejser test. Gleser test is conducted by making a regression of absolute residual with the independent variable. Heteroscedasticity model otherwise will occur if the probability is greater than 5% significance level. The heteroscedasticity test result is presented in Table 4.16 below.

Table 4.16

Heteroscedasticity Test Result

Variable	SIG	Explanation
----------	-----	-------------

Perception about reward and punishment system	0.656	No heteroscedasticity
Perception about motivation	0.626	No heteroscedasticity
Perception about work environment	0.342	No heteroscedasticity

Source: primary data processed, 2014

The result of the Gleser test show that the significance value for Reward and Punishment System is 0.656, Motivation is 0.626, and Work Environment is 0.342. All the independent variable is greater than 0.05, so it can be concluded that there is no heteroscedasticity in the data.

4.5.4 Autocorrelation Test

Autocorrelation test is used to know whether there is a correlation in linear regression model between the disturbance mistakes in the t period and mistakes in $t-1$ period or not. If there is a correlation, we can conclude that there is an autocorrelation. This condition is caused by sequential observations during specified period which are related one to another. Durbin-Watson test can be used to detect the autocorrelation. This test is only used to test the autocorrelation level 1 in a condition where there is an intercept in the regression model and there is no variable between the independent variables. The result from Durbin-Watson test can be seen in the followin table:

Table 4.17**Autocorrelation Test Results****Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815 ^a	.664	.656	.18557	1.870

a. Predictors: (Constant), Lingkungan Kerja, Reward and Punishment, Motivasi

b. Dependent Variable: Kinerja Karyawan

Based on the criteria of Durbin-Watson test, the summary can be presented in the table below:

Figure 4.1**The boundaries of Autocorrelation with Durbin-Watson Test**

Autocorrelation	Unclear	No	Unclear	Autocorrelation
(+)	Result	Autocorrelation	Result	(-)
0	dL	dU	4-dU	4-dL
	1.689	1.749	2.251	2.311

Based on the table 4.17 above, the value of Durbin-Watson is 1.870. Since the value of Durbin-Watson is between the range of 1.749 and 2.251 ($1.749 < 1.870 < 2.251$), so it indicates that the regression model does not have autocorrelation.

4.6 RESEARCH RESULT

The qualitative analysis in this research is using multiple linear regression tests. This test was conducted by using SPSS 16 version. In addition, the results of the test are as follows:

Table 4.18

Multiple Linear Regression Tests

Variable	Regression coefficient	T count	P value	Explanation
Perception about reward and punishment system	0.288	6.412	0.000	Significant
Perception about motivation	0.270	6.136	0.000	Significant
Perception about work environment	0.191	4.882	0.000	Significant
Constanta	1.052			
R ²	0.664			

Source: primary data processed, 2014

From the results above, the regression formula can be formulated as follows:

$$Y = 1.052 + 0.288 X_1 + 0.270 X_2 + 0.191 X_3 + e$$

- a. Variable reward and punishment system, motivation, and work environment have positive coefficient value toward the performance of employee.

- b. The perception about reward and punishment system has the coefficient value of 0.288. It means that if reward and punishment system is high, with the assumption of the other variable constant, the performance of employee will increase.
- c. The perception about motivation has coefficient value of 0.270. It means that if motivation is high, with the assumption, the other variable is constant, the performance of employee will increase.
- d. The perception about work environment has coefficient value of 0.191. It means that if motivation is high, with the assumption, the other variable is constant, the performance of employee will increase.

According to the table 4.18, it can be seen that the amount of R^2 is 0.664 (66.4%). It means that 66.4 % of the dependent variable variance can be explained by using the independent variables. Meanwhile, the rest of it (33.6%) can be explained by other variables that are not examined in this research.

4.6.2 Summary of Hypothesis Testing

4.6.2.1 T Test

To test the hypothesis, the researcher used t test. Basically, t test can be done by using two optional ways. The first is by comparing t count with the t table, in which if the t count is bigger or equal to t table then, the hypothesis is accepted and vice versa. The other way is by comparing the p value (β) with α . If β is less than or equal to α ; then, the hypothesis is

accepted, and vice versa. In this research, researcher uses the second way that is by comparing p value (β) with α (0.05).

Based on the results of data testing and the explanation above, the results can be translated into those hypotheses:

a. H1

Hypothesis formulation:

H₀₁: $\beta \leq 0$: Perception about Reward and Punishment system has no positive influence toward the performance of employee.

H_{a1}: $\beta > 0$: Perception about Reward and Punishment system has a positive influence toward the performance of employee.

From the table 4.18, the result show that the amount of t count is 6.412, the value of β is 0.000, and the value of α is 0.05. From the comparison, it can be seen that the amount of β is less than the amount of α (0.05). This means that this research rejects hypothesis H₀ and accepts H_a. Then it can be concluded that the H1 stating that the perception about reward and punishment system has a positive influence toward the performance of employee is accepted.

b. H2

Hypothesis formulation:

H₀₂: $\beta \leq 0$: Perception about Motivation has no positive influence toward the performance of employee.

Ha2: $\beta > 0$ Perception about Motivation has a positive influence toward the performance of employee.

From the table 4.18, the result show that the amount of t count is 6.136, the value of β is 0.000, and the value of α is 0.05. From the comparison, it can be seen that the amount of β is less than the amount of α (0.05). This means that this research rejects hypothesis H_0 and accepts H_a . Then it can be concluded that the H2 stating that the perception about motivation has a positive influence toward the performance of employee is accepted.

c. H3

Hypothesis formulation:

H03: $\beta \leq 0$: Perception about Work environment has no positive influence toward the performance of employee.

Ha3: $\beta > 0$ Perception about Work environment has a positive influence toward the performance of employee.

From the table 4.18, the result show that the amount of t count is 4.882, the value of β is 0.000, and the value of α is 0.05. From the comparison, it can be seen that the amount of β is less than the amount of α (0.05). This means that this research rejects hypothesis H_0 and accepts H_a . Then it can be concluded that the H3 stating that the perception about work environment has a positive influence toward the performance of employee is accepted.

CHAPTER V

CONCLUSION AND RECOMMENDATION

This chapter discusses the conclusion and the implementation of this research. This chapter also involves recommendation and suggestion for the future research related with this study.

5.1 CONCLUSION

Based on the results of various tests, data analysis and discussion from this study, there are some conclusions that can be drawn:

- a. The perception about reward and punishment system gives positive and significant influence toward the performance of employee in Royal Ambarrukmo Hotel. It means that reward and punishment system become one of the important factors in improving employee performance.
- b. The perception about motivation gives positive and significant influence toward the performance of employee in Royal Ambarrukmo Hotel. It means that the more motivation given by the company can result good outcomes on performance of employee.
- c. The perception about work environment gives positive and significant influence toward the performance of employee in Royal Ambarrukmo Hotel. It means that a company that has good and comfortable work environment can motivate employee in working and resulting qualified performance of employee.

5.2 LIMITATION

This research has limitation that can be used as reference and consideration for the next research in order to achieve better result such as:

1. The object used in this research is only one hotel in Yogyakarta, which is Royal Ambarrukmo Hotel with the limited number of participants. Thus, it cannot represent all of employees in the company.
2. In this research, the researcher only examines four variables, i.e. perception about reward and punishment system, perception about motivation, and perception about work environment. However, the amount of R^2 is 66.4 %, it indicates that there is 33.6 % other variable that influence the performance of employee, which is not included in this research.
3. In this research, the researcher only gives 4 until 5 questionnaires on each variable. Thus, the questionnaires do not enough to examines the variables that may affect the performance of employee.

5.3 RECOMMENDATION

For the researchers that interested to developing this study, the researcher has some suggestions that can be taken into next study:

- a. The next researcher is suggested to take bigger company that has more employees, so that the sample will be more representative.
- b. The next researcher is suggested to add other variables that have influence on performance of employee.

- c. The next researcher is suggested to add more questionnaire in each variable that possible can influence the performance of employee.

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APPENDICES

1. QUESTIONER

Kepada :

Yth Saudara/ Saudari responden

Di tempat

Dengan hormat,

Sehubungan dengan penelitian yang dilakukan sebagai penunjang skripsi yang berjudul **“THE INFLUENCE OF REWARD AND PUNISHMENT SYSTEM, MOTIVATION, AND WORK ENVIRONMENT TOWARD THE PERFORMANCE OF EMPLOYEE (Case Study of Royal Ambarrukmo Hotel)”** yang disusun sebagai salah satu syarat kelulusan S1 Fakultas Ekonomi Jurusan Akuntansi Universitas Islam Indonesia, Yogyakarta. Kami memohon kesediaan Saudara/Saudari untuk mengisi kuisioner yang terlampir berikut ini. Kesediaan Saudara/Saudari untuk menjawab pertanyaan-pertanyaan yang diajukan dalam penelitian ini sangat berharga bagi keberhasilan penelitian ini dan seluruh jawaban yang Saudara/Saudari berikan akan dirahasiakan.

Atas bantuan dan partisipasi Saudara/Saudari, kami ucapkan terimakasih.

Yogyakarta, November 2013

Pembimbing

Peneliti

Sigit Handoyo, S.E., M.Bus

Mutiara Ramadatiyas

A. Data Responden

- a) Nama :..... (Boleh tidak diisi)
- b) Jenis kelamin :.....
- c) Usia :.....

B. Kuisioner Pelatihan

PETUNJUK PENGISIAN

1. Jawablah setiap pertanyaan ini sesuai dengan pendapat Saudara/Saudari.
2. Pilihlah jawaban dengan memberi tanda (X) pada salah satu pilihan jawaban yang paling sesuai menurut pendapat Saudara/Saudari. Pilihan jawaban menggunakan skala penilaian, dimana makna skala tersebut adalah sebagai berikut:

STS : Sangat Tidak Setuju

TS : Tidak Setuju

KS : Kurang Setuju

S : Setuju

SS : Sangat Setuju

3. Jawaban dari setiap pertanyaan sesuai dengan kondisi nyata perusahaan Saudara/Saudari saat ini.

KINERJA KARYAWAN

NO	PERNYATAAN	SS	S	KS	TS	STS
1	Saya tidak pernah mendapatkan punishment dari perusahaan.					
2	Saya pernah mendapatkan pujian karena bekerja dengan giat dari perusahaan.					
3	Saya tidak pernah mendapatkan teguran dari atasan.					
4	Saya berusaha dengan lebih keras daripada yang lain.					
5	Saya mempunyai komitmen dan tanggungjawab dalam bekerja.					

REWARD AND PUNISHMENT

NO	PERNYATAAN	SS	S	KS	TS	STS
1	Perusahaan memberikan perlakuan yang sama kepada setiap karyawan.					
2	Perusahaan memberikan kebijakan reward atas prestasi kerja.					
3	Saya merasa puas akan kebijakan reward yang diberikan perusahaan.					
4	Perusahaan memberikan punishment yang cukup adil.					
5	Sanksi yang diberikan perusahaan sudah sesuai.					

MOTIVASI

NO	PERNYATAAN	SS	S	KS	TS	STS
1	Saya mendapatkan kebutuhan yang layak dengan bekerja disana.					
2	Secara financial saya merasa aman dalam melakukan pekerjaan.					
3	Saya merasa nyaman bekerja disana karena adanya hubungan yang baik dengan semua karyawan.					
4	Saya sering dan ingin selalu mendapat penghargaan atas pekerjaan yang saya lakukan.					
5	Saya senang melaksanakan pekerjaan yang diberikan oleh perusahaan.					

LINGKUNGAN KERJA

NO	PERNYATAAN	SS	S	KS	TS	STS
1	Fasilitas (tempat ibadah, kamar mandi, sarana kesehatan) di tempat kerja memadai.					
2	Kondisi tempat kerja saya nyaman.					
3	Kelengkapan peralatan kerja					

	memadai.					
4	Hubungan kerja karyawan dengan atasan berjalan dengan baik.					

2. TABLE OF QUESTIONNAIRE

No	KINERJA KARYAWAN							REWARD AND PUNISHMENT						
	Q1	Q2	Q3	Q4	Q5	Total_Y	Y	Q1	Q2	Q3	Q4	Q5	Total_X1	X1
1	5	5	5	4	5	24	4,80	5	5	4	4	5	23	4,60
2	4	4	3	4	3	18	3,60	4	5	4	4	4	21	4,20
3	2	4	4	4	5	19	3,80	4	5	4	4	4	21	4,20
4	3	4	3	5	4	19	3,80	4	4	4	4	4	20	4,00
5	3	4	4	4	4	19	3,80	4	4	4	4	4	20	4,00
6	4	4	5	5	4	22	4,40	5	5	4	4	4	22	4,40
7	4	4	4	4	4	20	4,00	3	4	5	4	4	20	4,00
8	4	4	4	4	4	20	4,00	3	5	4	4	5	21	4,20
9	4	4	4	4	4	20	4,00	4	5	5	4	3	21	4,20
10	4	4	4	4	4	20	4,00	3	4	4	3	4	18	3,60
11	4	4	4	4	4	20	4,00	5	5	4	4	4	22	4,40
12	4	4	4	4	4	20	4,00	3	4	5	4	3	19	3,80
13	4	4	4	5	4	21	4,20	4	5	4	5	5	23	4,60
14	3	3	3	3	4	16	3,20	3	3	3	3	4	16	3,20
15	4	5	4	4	4	21	4,20	3	5	5	4	4	21	4,20
16	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00
17	4	4	5	4	4	21	4,20	5	5	5	5	4	24	4,80
18	3	4	4	4	4	19	3,80	3	5	3	2	3	16	3,20
19	4	5	4	4	4	21	4,20	4	5	5	5	3	22	4,40
20	4	4	4	4	4	20	4,00	4	5	5	4	4	22	4,40
21	4	4	4	4	4	20	4,00	3	4	5	4	3	19	3,80
22	4	4	4	4	4	20	4,00	4	5	4	3	4	20	4,00
23	4	4	4	4	4	20	4,00	5	4	5	3	5	22	4,40
24	4	5	4	4	4	21	4,20	4	5	4	4	5	22	4,40
25	4	4	4	4	4	20	4,00	4	5	4	3	4	20	4,00
26	4	4	4	4	4	20	4,00	4	4	5	3	4	20	4,00
27	4	4	4	4	4	20	4,00	4	5	4	4	3	20	4,00
28	4	4	4	4	4	20	4,00	5	4	5	3	4	21	4,20
29	4	4	4	4	4	20	4,00	4	5	4	4	4	21	4,20
30	4	4	4	4	4	20	4,00	4	5	5	4	3	21	4,20
31	4	3	4	4	5	20	4,00	3	4	4	4	4	19	3,80
32	3	3	3	3	3	15	3,00	2	2	2	3	2	11	2,20
33	3	5	4	5	4	21	4,20	5	4	4	4	3	20	4,00
34	4	5	4	4	5	22	4,40	4	5	5	2	4	20	4,00
35	3	2	3	2	3	13	2,60	2	2	2	2	2	10	2,00
No	KINERJA KARYAWAN							REWARD AND PUNISHMENT						
	Q1	Q2	Q3	Q4	Q5	Total_Y	Y	Q1	Q2	Q3	Q4	Q5	Total_X1	X1

36	4	5	4	4	4	21	4,20	4	5	5	4	3	21	4,20
37	3	3	3	3	3	15	3,00	4	4	4	3	4	19	3,80
38	4	3	4	5	4	20	4,00	4	5	3	4	4	20	4,00
39	5	4	5	4	4	22	4,40	5	5	4	4	4	22	4,40
40	4	5	4	4	4	21	4,20	4	5	4	4	4	21	4,20
41	4	3	4	4	4	19	3,80	3	4	4	3	5	19	3,80
42	3	4	3	4	5	19	3,80	4	5	4	4	3	20	4,00
43	4	4	4	4	4	20	4,00	4	5	4	4	4	21	4,20
44	5	4	4	4	5	22	4,40	4	4	5	4	3	20	4,00
45	5	5	5	5	5	25	5,00	5	5	4	3	4	21	4,20
46	4	4	3	4	5	20	4,00	3	5	4	4	3	19	3,80
47	3	4	4	4	5	20	4,00	4	5	4	4	4	21	4,20
48	3	4	3	5	5	20	4,00	4	4	4	5	3	20	4,00
49	4	3	4	4	5	20	4,00	3	5	4	3	4	19	3,80
50	4	4	4	3	4	19	3,80	4	4	4	4	3	19	3,80
51	5	4	4	4	4	21	4,20	5	5	5	4	4	23	4,60
52	4	5	4	4	4	21	4,20	4	4	4	4	3	19	3,80
53	4	4	5	4	4	21	4,20	4	5	4	4	4	21	4,20
54	4	5	4	4	4	21	4,20	4	4	4	3	3	18	3,60
55	4	4	4	4	5	21	4,20	3	4	4	4	5	20	4,00
56	5	5	4	4	4	22	4,40	5	4	5	4	4	22	4,40
57	4	4	5	4	4	21	4,20	4	4	4	4	4	20	4,00
58	4	4	4	4	4	20	4,00	4	5	5	4	4	22	4,40
59	4	4	4	4	4	20	4,00	4	4	3	4	4	19	3,80
60	4	4	5	4	5	22	4,40	5	5	5	4	5	24	4,80
61	4	4	4	4	4	20	4,00	4	5	4	4	3	20	4,00
62	4	3	4	4	5	20	4,00	4	4	4	4	4	20	4,00
63	4	5	4	4	4	21	4,20	4	5	5	4	4	22	4,40
64	5	4	5	5	5	24	4,80	5	5	4	4	5	23	4,60
65	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00
66	4	5	4	4	4	21	4,20	4	4	4	4	4	20	4,00
67	4	4	4	5	5	22	4,40	4	4	4	4	4	20	4,00
68	4	4	5	4	4	21	4,20	4	4	4	4	4	20	4,00
69	4	4	4	4	5	21	4,20	4	4	4	4	4	20	4,00
70	4	4	4	4	4	20	4,00	4	4	5	4	3	20	4,00
71	4	4	5	4	5	22	4,40	3	3	3	2	4	15	3,00
72	4	4	4	3	4	19	3,80	4	4	4	4	3	19	3,80
No	KINERJA KARYAWAN							REWARD AND PUNISHMENT						
	Q1	Q2	Q3	Q4	Q5	Total_Y	Y	Q1	Q2	Q3	Q4	Q5	Total_X1	X1
73	4	5	5	4	5	23	4,60	4	4	5	4	4	21	4,20
74	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00

75	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00
76	5	4	5	4	5	23	4,60	5	5	5	4	4	23	4,60
77	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00
78	4	4	4	4	4	20	4,00	4	4	5	5	4	22	4,40
79	4	4	5	4	5	22	4,40	4	4	4	4	4	20	4,00
80	4	4	4	5	4	21	4,20	4	4	4	4	5	21	4,20
81	4	5	4	5	4	22	4,40	4	5	4	4	4	21	4,20
82	4	4	4	5	4	21	4,20	4	4	5	5	4	22	4,40
83	4	4	5	4	4	21	4,20	4	4	4	3	4	19	3,80
84	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00
85	4	4	4	5	5	22	4,40	4	4	4	5	4	21	4,20
86	4	4	4	4	4	20	4,00	4	5	4	4	4	21	4,20
87	4	4	5	4	4	21	4,20	4	4	5	4	4	21	4,20
88	4	5	4	4	4	21	4,20	4	5	3	4	4	20	4,00
89	4	4	4	4	4	20	4,00	4	3	3	3	4	17	3,40
90	4	4	4	4	4	20	4,00	4	4	2	4	5	19	3,80
91	4	5	4	4	4	21	4,20	4	5	5	3	4	21	4,20
92	3	3	3	3	3	15	3,00	3	3	3	3	3	15	3,00
93	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00
94	4	4	4	4	4	20	4,00	5	4	4	5	4	22	4,40
95	4	4	4	4	4	20	4,00	4	4	3	4	4	19	3,80
96	5	4	4	5	5	23	4,60	5	5	4	4	5	23	4,60
97	4	4	4	5	4	21	4,20	4	4	4	5	4	21	4,20
98	5	3	4	4	4	20	4,00	5	4	3	4	4	20	4,00
99	4	4	4	5	4	21	4,20	4	4	4	4	4	20	4,00
100	4	5	4	4	5	22	4,40	4	5	3	4	4	20	4,00
101	4	4	4	4	4	20	4,00	4	4	4	3	3	18	3,60
102	4	4	4	4	4	20	4,00	5	4	4	5	4	22	4,40
103	4	4	4	4	5	21	4,20	3	4	4	3	4	18	3,60
104	4	4	4	4	4	20	4,00	4	3	3	3	4	17	3,40
105	5	4	4	4	4	21	4,20	5	4	4	4	4	21	4,20
106	4	4	4	4	4	20	4,00	3	4	4	4	5	20	4,00
107	4	4	5	4	4	21	4,20	5	5	4	5	5	24	4,80
108	4	4	4	4	4	20	4,00	4	4	3	4	4	19	3,80
109	5	4	4	4	4	21	4,20	5	5	4	5	4	23	4,60
No	KINERJA KARYAWAN							REWARD AND PUNISHMENT						
	Q1	Q2	Q3	Q4	Q5	Total_Y	Y	Q1	Q2	Q3	Q4	Q5	Total_X1	X1
110	5	4	4	4	5	22	4,40	5	4	4	4	5	22	4,40
111	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00
113	4	4	4	4	4	20	4,00	4	4	4	3	4	19	3,80
113	4	4	4	4	4	20	4,00	3	4	4	4	4	19	3,80

114	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00
115	4	4	4	5	5	22	4,40	4	5	3	5	5	22	4,40
116	5	4	4	4	4	21	4,20	5	4	4	4	4	21	4,20
117	4	4	4	4	4	20	4,00	3	4	4	5	4	20	4,00
118	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00
119	4	4	5	4	4	21	4,20	4	4	5	4	4	21	4,20
120	4	4	4	4	4	20	4,00	3	3	3	3	3	15	3,00
121	5	4	4	4	4	21	4,20	5	5	4	3	4	21	4,20
122	4	4	4	4	4	20	4,00	4	4	4	4	4	20	4,00
123	4	4	4	4	4	20	4,00	4	4	3	4	5	20	4,00
124	4	4	4	4	4	20	4,00	3	4	4	5	4	20	4,00
125	5	4	4	4	4	21	4,20	5	4	4	4	4	21	4,20
126	4	4	4	4	4	20	4,00	3	5	4	4	4	20	4,00
127	5	4	4	4	5	22	4,40	5	4	3	4	4	20	4,00
128	4	4	4	4	4	20	4,00	3	4	4	5	5	21	4,20
129	5	5	5	5	5	25	5,00	5	5	5	5	5	25	5,00
130	4	4	5	5	4	22	4,40	4	4	4	5	4	21	4,20
131	5	4	4	4	4	21	4,20	5	5	4	4	4	22	4,40
132	5	4	4	4	4	21	4,20	4	4	4	4	4	20	4,00
133	4	4	5	4	4	21	4,20	3	4	4	4	4	19	3,80
134	4	4	4	4	4	20	4,00	5	4	3	5	4	21	4,20
135	4	4	4	4	4	20	4,00	3	5	4	4	5	21	4,20

MOTIVASI							LINGKUNGAN KERJA						
Q1	Q2	Q3	Q4	Q5	Total_X2	X2	Q1	Q2	Q3	Q4	Total_X3	X3	
5	4	5	4	4	22	4,40	4	3	3	3	13	3,25	
3	3	4	3	3	16	3,20	4	4	4	4	16	4,00	
4	4	4	4	4	20	4,00	5	4	4	4	17	4,25	
5	4	4	4	4	21	4,20	4	4	4	4	16	4,00	
3	4	4	5	4	20	4,00	4	3	3	3	13	3,25	
4	4	4	4	4	20	4,00	5	5	4	4	18	4,50	
5	3	4	5	4	21	4,20	4	4	4	4	16	4,00	
3	4	4	4	4	19	3,80	4	3	3	3	13	3,25	
3	4	4	5	4	20	4,00	5	4	4	4	17	4,25	
4	4	4	5	4	21	4,20	4	5	4	5	18	4,50	
4	4	3	4	5	20	4,00	4	4	4	5	17	4,25	
5	4	4	4	4	21	4,20	5	4	4	4	17	4,25	
4	4	4	4	5	21	4,20	4	4	4	4	16	4,00	
4	4	4	3	4	19	3,80	4	3	3	3	13	3,25	
3	5	4	4	4	20	4,00	5	4	4	4	17	4,25	

4	4	4	4	4	20	4,00	4	5	4	4	17	4,25
4	4	4	3	4	19	3,80	5	4	4	4	17	4,25
2	3	4	5	4	18	3,60	4	4	4	4	16	4,00
4	4	5	4	4	21	4,20	3	4	2	4	13	3,25
2	4	4	4	4	18	3,60	4	4	4	5	17	4,25
3	4	4	5	4	20	4,00	4	3	3	3	13	3,25
4	3	4	4	4	19	3,80	4	4	4	5	17	4,25
3	4	4	5	4	20	4,00	5	4	4	4	17	4,25
5	4	5	4	3	21	4,20	4	5	4	4	17	4,25
4	3	4	4	4	19	3,80	4	4	4	3	15	3,75
4	5	4	5	4	22	4,40	4	4	4	5	17	4,25
3	4	4	4	4	19	3,80	4	4	4	5	17	4,25
4	5	3	5	5	22	4,40	4	5	4	3	16	4,00
4	3	5	4	4	20	4,00	4	4	4	4	16	4,00
4	4	4	4	4	20	4,00	4	4	4	4	16	4,00
3	3	3	3	4	16	3,20	4	4	4	4	16	4,00
3	3	3	3	3	15	3,00	4	4	4	4	16	4,00
3	4	4	4	4	19	3,80	4	4	4	4	16	4,00
4	3	4	4	4	19	3,80	4	4	4	4	16	4,00
2	2	2	2	2	10	2,00	2	2	2	2	8	2,00
MOTIVASI							LINGKUNGAN KERJA					
Q1	Q2	Q3	Q4	Q5	Total_X2	X2	Q1	Q2	Q3	Q4	Total_X3	X3
4	4	3	4	4	19	3,80	5	4	4	4	17	4,25
2	2	3	3	2	12	2,40	3	4	3	4	14	3,50
4	4	4	5	4	21	4,20	5	4	4	4	17	4,25
3	3	2	4	4	16	3,20	4	5	4	5	18	4,50
4	4	3	4	4	19	3,80	4	4	4	4	16	4,00
4	4	5	4	4	21	4,20	4	4	3	3	14	3,50
4	4	3	3	4	18	3,60	5	5	4	5	19	4,75
5	4	3	4	4	20	4,00	4	4	4	4	16	4,00
4	3	3	4	5	19	3,80	4	4	5	4	17	4,25
5	5	5	5	5	25	5,00	5	5	5	5	20	5,00
4	4	3	4	4	19	3,80	4	5	5	4	18	4,50
4	3	2	4	5	18	3,60	4	4	4	4	16	4,00
2	4	3	4	3	16	3,20	4	5	5	4	18	4,50
4	4	4	5	4	21	4,20	4	4	4	5	17	4,25
2	5	4	4	4	19	3,80	4	5	4	3	16	4,00
4	3	3	4	4	18	3,60	5	4	4	4	17	4,25
4	5	4	4	5	22	4,40	4	5	4	3	16	4,00
4	3	5	4	4	20	4,00	4	4	5	4	17	4,25
4	5	3	5	4	21	4,20	5	5	4	3	17	4,25

4	4	4	4	5	21	4,20	4	3	4	4	15	3,75
5	5	3	4	4	21	4,20	4	5	4	4	17	4,25
4	3	5	4	4	20	4,00	4	4	5	4	17	4,25
4	4	4	5	4	21	4,20	4	4	4	3	15	3,75
4	4	4	4	5	21	4,20	4	5	4	4	17	4,25
4	3	4	4	4	19	3,80	4	4	5	4	17	4,25
4	4	4	5	4	21	4,20	4	4	4	4	16	4,00
4	2	4	3	4	17	3,40	4	4	5	5	18	4,50
4	4	3	4	5	20	4,00	5	5	4	4	18	4,50
4	4	5	4	4	21	4,20	4	4	4	3	15	3,75
4	3	4	4	4	19	3,80	4	4	4	5	17	4,25
4	5	4	4	5	22	4,40	5	4	4	3	16	4,00
4	3	4	5	4	20	4,00	4	4	5	5	18	4,50
5	4	5	4	3	21	4,20	5	5	4	3	17	4,25
4	3	4	4	4	19	3,80	4	4	5	5	18	4,50
4	4	4	5	4	21	4,20	5	4	4	3	16	4,00
4	4	4	4	5	21	4,20	4	5	5	4	18	4,50
4	4	4	4	4	20	4,00	4	3	3	3	13	3,25
MOTIVASI							LINGKUNGAN KERJA					
Q1	Q2	Q3	Q4	Q5	Total_X2	X2	Q1	Q2	Q3	Q4	Total_X3	X3
3	5	5	4	5	22	4,40	4	5	5	4	18	4,50
3	3	4	4	4	18	3,60	4	4	4	4	16	4,00
4	4	5	5	4	22	4,40	5	5	4	4	18	4,50
5	5	5	5	5	25	5,00	4	4	5	5	18	4,50
4	4	4	4	3	19	3,80	4	4	5	4	17	4,25
4	4	3	4	4	19	3,80	5	4	4	3	16	4,00
4	2	5	4	4	19	3,80	4	5	5	5	19	4,75
4	4	4	5	4	21	4,20	5	4	4	4	17	4,25
4	4	5	3	4	20	4,00	4	5	5	4	18	4,50
4	5	5	4	5	23	4,60	4	4	4	5	17	4,25
4	4	5	5	4	22	4,40	5	4	5	4	18	4,50
4	4	4	4	4	20	4,00	4	4	4	4	16	4,00
4	4	4	4	5	21	4,20	4	5	4	5	18	4,50
4	4	4	5	4	21	4,20	4	4	5	4	17	4,25
5	4	5	4	4	22	4,40	4	4	4	5	17	4,25
4	4	4	4	5	21	4,20	5	5	4	4	18	4,50
4	4	4	5	4	21	4,20	4	4	4	5	17	4,25
4	4	4	4	3	19	3,80	4	4	5	4	17	4,25
4	4	4	4	5	21	4,20	5	5	4	4	18	4,50
2	2	2	2	2	10	2,00	1	2	1	2	6	1,50
4	4	4	4	5	21	4,20	5	4	4	4	17	4,25

4	4	4	5	4	21	4,20	4	4	5	4	17	4,25
4	4	4	4	5	21	4,20	4	4	4	4	16	4,00
4	5	4	4	4	21	4,20	5	4	5	4	18	4,50
4	4	4	4	4	20	4,00	4	4	4	5	17	4,25
5	2	4	3	4	18	3,60	4	4	4	4	16	4,00
4	3	4	5	3	19	3,80	4	4	4	5	17	4,25
3	4	4	4	5	20	4,00	4	5	5	4	18	4,50
4	4	4	4	4	20	4,00	5	4	4	5	18	4,50
4	4	4	4	4	20	4,00	4	4	4	4	16	4,00
4	4	4	5	5	22	4,40	4	5	5	4	18	4,50
4	3	5	4	4	20	4,00	5	5	4	5	19	4,75
4	4	5	4	4	21	4,20	5	4	4	4	17	4,25
3	5	4	5	4	21	4,20	5	4	4	4	17	4,25
4	3	5	4	4	20	4,00	5	5	5	4	19	4,75
3	4	4	4	5	20	4,00	5	4	4	4	17	4,25
5	4	4	4	4	21	4,20	5	4	5	4	18	4,50
MOTIVASI							LINGKUNGAN KERJA					
Q1	Q2	Q3	Q4	Q5	Total_X2	X2	Q1	Q2	Q3	Q4	Total_X3	X3
4	4	5	4	5	22	4,40	5	4	4	4	17	4,25
4	4	4	4	4	20	4,00	5	5	4	4	18	4,50
3	3	3	3	3	15	3,00	5	4	5	4	18	4,50
4	3	4	4	5	20	4,00	5	4	4	4	17	4,25
4	3	3	4	3	17	3,40	5	5	4	4	18	4,50
5	5	5	5	4	24	4,80	5	4	5	5	19	4,75
4	4	5	4	4	21	4,20	5	4	4	4	17	4,25
4	4	3	4	4	19	3,80	5	5	5	4	19	4,75
4	4	3	4	4	19	3,80	5	4	4	5	18	4,50
4	4	4	4	4	20	4,00	5	4	5	4	18	4,50
3	4	3	3	3	16	3,20	5	5	4	5	19	4,75
4	4	3	4	4	19	3,80	5	4	4	4	17	4,25
4	4	4	4	4	20	4,00	5	4	5	4	18	4,50
4	3	5	4	3	19	3,80	5	4	4	3	16	4,00
5	4	5	4	4	22	4,40	5	5	4	4	18	4,50
4	4	4	5	4	21	4,20	5	5	4	4	18	4,50
4	4	3	4	4	19	3,80	5	4	5	4	18	4,50
4	4	5	4	5	22	4,40	5	4	4	5	18	4,50
4	4	3	5	4	20	4,00	5	5	4	3	17	4,25
5	5	5	5	5	25	5,00	5	5	5	5	20	5,00
4	4	5	5	3	21	4,20	5	5	5	5	20	5,00
4	4	4	4	4	20	4,00	5	4	4	4	17	4,25
5	4	5	4	4	22	4,40	5	4	4	4	17	4,25

4	2	5	4	4	19	3,80	5	5	5	4	19	4,75
3	4	4	4	4	19	3,80	5	5	4	4	18	4,50
4	4	4	4	4	20	4,00	5	4	4	3	16	4,00

3. VALIDITY AND REALIBITY TEST

a. Performance of employee

Correlations

		Q1	Q2	Q3	Q4	Q5	Total_Y
Q1	Pearson Correlation	1	.221*	.412**	.205*	.213*	.643**
	Sig. (2-tailed)		.010	.000	.017	.013	.000
	N	135	135	135	135	135	135
Q2	Pearson Correlation	.221*	1	.294**	.337**	.208*	.636**
	Sig. (2-tailed)	.010		.001	.000	.015	.000
	N	135	135	135	135	135	135
Q3	Pearson Correlation	.412**	.294**	1	.279**	.302**	.698**
	Sig. (2-tailed)	.000	.001		.001	.000	.000
	N	135	135	135	135	135	135
Q4	Pearson Correlation	.205*	.337**	.279**	1	.382**	.660**
	Sig. (2-tailed)	.017	.000	.001		.000	.000
	N	135	135	135	135	135	135
Q5	Pearson Correlation	.213*	.208*	.302**	.382**	1	.634**
	Sig. (2-tailed)	.013	.015	.000	.000		.000
	N	135	135	135	135	135	135
Total_Y	Pearson Correlation	.643**	.636**	.698**	.660**	.634**	1

Sig. (2-tailed)	.000	.000	.000	.000	.000	
N	135	135	135	135	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

	N	%
Cases Valid	135	100.0
Excluded ^a	0	.0
Total	135	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.664	5

b. Reward and Punishment system

Correlations

		Q1	Q2	Q3	Q4	Q5	Total_X1
Q1	Pearson Correlation	1	.367**	.232**	.286**	.270**	.687**
	Sig. (2-tailed)		.000	.007	.001	.002	.000
	N	135	135	135	135	135	135
Q2	Pearson Correlation	.367**	1	.402**	.250**	.270**	.715**
	Sig. (2-tailed)	.000		.000	.003	.002	.000
	N	135	135	135	135	135	135
Q3	Pearson Correlation	.232**	.402**	1	.215*	.041	.601**
	Sig. (2-tailed)	.007	.000		.012	.636	.000
	N	135	135	135	135	135	135
Q4	Pearson Correlation	.286**	.250**	.215*	1	.234**	.626**
	Sig. (2-tailed)	.001	.003	.012		.006	.000
	N	135	135	135	135	135	135
Q5	Pearson Correlation	.270**	.270**	.041	.234**	1	.555**
	Sig. (2-tailed)	.002	.002	.636	.006		.000
	N	135	135	135	135	135	135
Total_X1	Pearson Correlation	.687**	.715**	.601**	.626**	.555**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	135	135	135	135	135	135

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Q1	Q2	Q3	Q4	Q5	Total_X1
Q1	Pearson Correlation	1	.367**	.232**	.286**	.270**	.687**
	Sig. (2-tailed)		.000	.007	.001	.002	.000
	N	135	135	135	135	135	135
Q2	Pearson Correlation	.367**	1	.402**	.250**	.270**	.715**
	Sig. (2-tailed)	.000		.000	.003	.002	.000
	N	135	135	135	135	135	135
Q3	Pearson Correlation	.232**	.402**	1	.215*	.041	.601**
	Sig. (2-tailed)	.007	.000		.012	.636	.000
	N	135	135	135	135	135	135
Q4	Pearson Correlation	.286**	.250**	.215*	1	.234**	.626**
	Sig. (2-tailed)	.001	.003	.012		.006	.000
	N	135	135	135	135	135	135
Q5	Pearson Correlation	.270**	.270**	.041	.234**	1	.555**
	Sig. (2-tailed)	.002	.002	.636	.006		.000
	N	135	135	135	135	135	135
Total_X1	Pearson Correlation	.687**	.715**	.601**	.626**	.555**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	135	135	135	135	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	135	100.0
	Excluded ^a	0	.0
	Total	135	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.634	5

c. Motivation

Correlations

		Q1	Q2	Q3	Q4	Q5	Total_X2
Q1	Pearson Correlation	1	.214*	.368**	.250**	.299**	.652**
	Sig. (2-tailed)		.013	.000	.003	.000	.000
	N	135	135	135	135	135	135
Q2	Pearson Correlation	.214*	1	.183*	.433**	.419**	.681**
	Sig. (2-tailed)	.013		.034	.000	.000	.000

	N	135	135	135	135	135	135
Q3	Pearson Correlation	.368**	.183*	1	.287**	.199*	.638**
	Sig. (2-tailed)	.000	.034		.001	.021	.000
	N	135	135	135	135	135	135
Q4	Pearson Correlation	.250**	.433**	.287**	1	.316**	.674**
	Sig. (2-tailed)	.003	.000	.001		.000	.000
	N	135	135	135	135	135	135
Q5	Pearson Correlation	.299**	.419**	.199*	.316**	1	.659**
	Sig. (2-tailed)	.000	.000	.021	.000		.000
	N	135	135	135	135	135	135
Total_X2	Pearson Correlation	.652**	.681**	.638**	.674**	.659**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	135	135	135	135	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

	N	%
Cases Valid	135	100.0

Excluded ^a	0	.0
Total	135	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.674	5

d. Work environment

Correlations

		Q1	Q2	Q3	Q4	Total_X3
Q1	Pearson Correlation	1	.411**	.415**	.180*	.684**
	Sig. (2-tailed)		.000	.000	.037	.000
	N	135	135	135	135	135
Q2	Pearson Correlation	.411**	1	.495**	.316**	.751**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	135	135	135	135	135
Q3	Pearson Correlation	.415**	.495**	1	.440**	.808**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	135	135	135	135	135
Q4	Pearson Correlation	.180*	.316**	.440**	1	.674**

	Sig. (2-tailed)	.037	.000	.000		.000
	N	135	135	135	135	135
Total_X3	Pearson Correlation	.684**	.751**	.808**	.674**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	135	135	135	135	135

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

	N	%
Cases Valid	135	100.0
Excluded ^a	0	.0
Total	135	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.705	4

4. MULTIPLE REGRESSION

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Lingkungan Kerja, Reward and Punishment, Motivasi ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Kinerja Karyawan

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.902	3	2.967	86.174	.000 ^a
	Residual	4.511	131	.034		
	Total	13.413	134			

a. Predictors: (Constant), Lingkungan Kerja, Reward and Punishment, Motivasi

b. Dependent Variable: Kinerja Karyawan

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815 ^a	.664	.656	.18557	1.870

a. Predictors: (Constant), Lingkungan Kerja, Reward and Punishment, Motivasi

b. Dependent Variable: Kinerja Karyawan

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	1.052	.192		5.494	.000			
Reward and Punishment	.288	.045	.375	6.412	.000	.651	.489	.325
Motivasi	.270	.044	.378	6.136	.000	.684	.472	.311
Lingkungan Kerja	.191	.039	.280	4.882	.000	.576	.392	.247

a. Dependent Variable: Kinerja Karyawan

5. NORMALITY TEST

One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		135
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	.98874261
Most Extreme Differences	Absolute	.068
	Positive	.068
	Negative	-.055
Kolmogorov-Smirnov Z		.785
Asymp. Sig. (2-tailed)		.568
a. Test distribution is Normal.		

6. MULTICOLLINEARITY TEST

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.052	.192		5.494	.000		
	Reward and Punishment	.288	.045	.375	6.412	.000	.751	1.331
	Motivasi	.270	.044	.378	6.136	.000	.677	1.478
	Lingkungan Kerja	.191	.039	.280	4.882	.000	.779	1.283

a. Dependent Variable: Kinerja Karyawan

Collinearity Diagnostics^a

Model	Dimensi on	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Reward and Punishment	Motivasi	Lingkungan Kerja
1	1	3.981	1.000	.00	.00	.00	.00
	2	.008	22.981	.01	.32	.03	.81
	3	.006	25.167	.29	.08	.88	.01
	4	.005	28.931	.71	.61	.08	.18

a. Dependent Variable: Kinerja Karyawan

7. HETEROSCEDASTICITY TEST

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.308	.663		1.974	.051
	Reward and Punishment	.069	.155	.045	.447	.656
	Motivasi	-.074	.152	-.051	-.488	.626
	Lingkungan Kerja	-.129	.135	-.094	-.954	.342

a. Dependent Variable: ABS_RES

8. AUTOCORRELATION TEST

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815 ^a	.664	.656	.18557	1.870

a. Predictors: (Constant), Lingkungan Kerja, Reward and Punishment, Motivasi

b. Dependent Variable: Kinerja Karyawan

9. DESCRIPTIVE STATISTICS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Kinerja Karyawan	135	2.60	5.00	4.0889	.31639
Reward and Punishment	135	2.00	5.00	4.0430	.41205
Motivasi	135	2.00	5.00	3.9704	.44287
Lingkungan Kerja	135	1.50	5.00	4.1926	.46414
Valid N (listwise)	135				

10. COMPANY'S ORGANIZATION STRUCTURE

