

The Influence of Reward and Punishment on Employee Performance at Royal Tunjung Bali Hotel & Spa Legian

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ABSTRACT

This research aims to analyze the effect of Reward, and Punishment against the performance of Employees on the Royal Tunjung Bali Spa Kuta Legian & Hotel. This research method using the census to determine the number of sampelnya, with all employees so that the number of samples of research is as much as 35 employees. The data collection method using observation, interview and questionnaire presented to employees Royal Tunjung Bali Spa Kuta Legian & Hotel. Data analysis technique used is a Statistical Package for Social Science (SPSS) version 17.0. Data collection techniques used are observation, interviews, and questionnaires. Analytical techniques used was multiple linear regression analysis. The results showed that test results obtained F, with F count of 73.737 with significant value $0.000 < 0.05$ then H_0 is rejected, this means a variable Reward and Punishment effect simultan against variable Employee Performance. and also Reward positive and significant influence on performance of employees can be seen from the results of the test T retrieved the value T calculate the significance value 2.229 of 0.033. While the value T calculate the Punishment of 2.196 means having a significant and positive influence on performance of employees. Reward is the dominant or most variables in influencing the performance of employees.

The results of this research show that the better the Reward for employees, which is supported by the existence of Punishment in the form of awarding penalties to employees who make mistakes it is able to improve the performance of employees become better again, so need to do a repair and improvement by Splurge management Tunjung Bali Hotel & Spa.

Keywords: Reward, Punishment, and Employee Performance.

CHAPTER I

PRELIMINARY

1.1 Background to the Problem

The progress of the organization or company cannot be separated from the existence of adequate human resources and able to compete. Therefore, every company is expected to be able to improve the ability of each human resource properly so that the company's goals can be achieved. In the management concept, rewards can be something tangible or intangible that the organization provides to employees either intentionally or unintentionally as a reward for potential employees or contributions to good work, and for employees who apply positive values to satisfy certain needs (Shields, 2016: 12). According to Ramayulis (2008: 211). Punishment is the threat of punishment that aims to improve the performance of violating employees, maintain applicable regulations and provide lessons to offenders (Mangkunegara, 2013: 130).

Etymologically the performance comes from the word work performance (performance). As stated by Mangkunegara (2005: 67) that the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone), namely the work results in quality and

quantity achieved by an employee in carrying out their duties according to the responsibilities given to her. One that influences performance is reward and punishment, where in the evaluation of rewards there are several indicators that influence it, one of which is the presence where attendance plays an important role in an organization. To support the success of the company, it is necessary to impose sanctions in order to balance the performance of the employees. Punishment indicators given are reprimands that can minimize the occurrence of errors in employee performance.

This research was carried out at the Royal Tunjung Bali Hotel & Spa, where in advancing the goals of the organization the company was expecting employees to improve performance in the organization. Improving performance in organizations will have a positive impact not only for the employees themselves but also contribute to the company more than what is formally demanded by the organization. Based on the number of employees at the Royal Tunjung Bali Hotel & Spa, employee performance was assessed based on employee absenteeism in the previous 3 months with many employees leaving work time.

Based on data from HRD, it can be explained that in the last three months the employees who left the most Day Leave were 119, Day Leave or leave the day where employees who had not been scheduled to go home but preceded going home before work time ended. This makes the researchers want to know whether there is an effect of reward and punishment so that many employees leave their work days (Day Leave). In advancing performance, it is necessary to provide motivation in work, so by giving a form of gift, it is expected that employees can work as much as possible to obtain cash and non-cash awards. Based on the provision of bonus percentages on permanent employees and contracts, the awarding of rewards made by Royal Tunjung Bali Hotel & Spa is seen from how much service revenue the hotel receives from visiting guests. From the reward received from the hotel, each employee receives a number of bonuses determined by Royal Tunjung Bali Hotel & Spa. The problems found about giving rewards to the Royal Tunjung Bali Hotel & Spa are unfairness in giving rewards especially to employees who are contract bound, employees who are bound by a work contract receive a number of bonuses with different nominal amounts of 50% of permanent employees. Employees continue to get a bonus of 100%, which makes contract employees feel jealous of the difference in giving bonus services from the hotel.

Assessment of visitors also plays an active role in improving hotel performance. Usually the hotel gives visitors a piece of guest paper. Where every week a meeting is held in discussing the guest comment. So that in this study, researchers wanted to know the effects of applying punishment and reward on employee performance at Royal Tunjung Bali Hotel & Spa, so the authors were interested in conducting research with the title "The Effect of Reward and Punishment on Employee Performance at Royal Tunjung Bali Hotel & Spa".

1.2. Formulation of the problem

Based on the background of the above problems, the formulation of the problem proposed is as follows:

1. Does the reward affect employee performance at the Royal Tunjung Bali Hotel & Spa?
2. Does punishment affect employee performance at the Royal Tunjung Bali Hotel & Spa?
3. Does reward and punishment affect performance

1.3. Research purposes

1. To find out the effect of reward on employee performance at the Royal Tunjung Bali Hotel & Spa.
2. To determine the effect of punishment on employee performance at the Royal Tunjung Bali Hotel & Spa.

3. To find out and get empirical evidence about the effect of reward and punishment on employee performance at the Royal Tunjung Bali Hotel & Spa.

1.4 Benefits of Research

It is hoped that the results of this study can help develop the thinking of the Royal Tunjung Bali Hotel & Spa as an input in consideration for decision making / policy by the company in order to increase efforts to achieve the stated goals related to the issue of reward and punishment on employee performance.

CHAPTER II THEORETICAL BASIS

2.1. Theoretical basis

2.1.1. Definition of Rewards

In the management concept, rewards can be something tangible or intangible that the organization provides to employees either intentionally or unintentionally as a reward for potential employees or contributions to good work, and for employees who apply positive values to satisfy certain needs (Shields, 2016: 12).

Reward Indicators / Awards According to Kadarisman (2012: 43) indicators for measuring Reward variables, namely:

1) Salary

is a remuneration in the form of money received by employees as a consequence that has contributed to achieving company goals? Salaries generally apply to weekly, monthly, or annual payment rates (regardless of the length of work hours).

2) Incentives

is a form of direct payment based on employee performance and is intended as a profit sharing for employees due to increased productivity? Whereas Mathis and Jackson (2006: 455) state that incentives are employees' non-permanent income based on individual, team, or organizational performance. The main purpose of providing incentives is to encourage employee productivity and cost effectiveness.

3) Praise

is one form of non-material appreciation. Praise is usually given by superiors to employees who have work performance so they can increase the morale of the employee's work.

4) Leave

Companies give holidays to employees for certain reasons.

5) Benefits

Allowances are indirect compensation given by the company to employees. The indicator used in this study is a modification of the indicator indicator above. Indicators of salary, incentives, praise, leave and benefits are indicators of Kadarisman (2012: 43). The selected indicators are indicators that have been adjusted to the conditions of the company

2.1.2 Punishment

Punishment is the threat of punishment that aims to improve the performance of violating employees, maintain applicable regulations and provide lessons to offenders (Mangkunegara, 2013: 130). In this case the punishment is given when an unexpected behavior is displayed by the person concerned or the person concerned does not respond or does not display the expected behavior.

According to Siagian (2006) there are several punishment indicators, namely:

1. Minimizing errors.

If in a company or organization an employee must be able to minimize the mistakes made in the work, because if the employee continues to make mistakes the company will give punishment.

2. Sentences due to severe mistakes.

Penalties given by superiors will only make employees deterred from making mistakes, but if the employee commits the same mistake, the boss will give more severe punishment.

3. Punishment with explanation.

An employee needs to ask for clarity to his boss, what is the penalty if the employee makes a light mistake, and what the punishment is if the employee makes a serious mistake.

4. Penalties after proven irregularities.

With the supervision of the employer's employees can monitor the employees who work for the company, if the employee made a mistake and was proven to have committed a mistake, then the boss immediately gave a sentence that was in accordance with the mistake

2.1.3 Performance

According to Suyadi Prawirosentono (2008: 2), performance is the result of work that can be achieved by a person or group of people in the organization, in accordance with their respective authority and responsibility in order to achieve organizational goals legally, not violating the law and in accordance with morals and ethics.

Performance indicators are aspects that are a measure in assessing performance. As for the indicators that become a measure of performance according to Robert L. Mathis-John H. Jackson (2006: 378) are as follows:

1. Quantity

Represents the amount generated, expressed in terms such as number of units, number of cycles of activities completed by employees, and number of activities produced

2. Quality

The quality of work is measured by employee perceptions of the quality of work produced and the task's perfection of the skills and abilities of employees.

3. Timeliness

Timeliness is measured by employee perceptions of an activity that is completed early in time until it becomes output.

4. Presence

Employee attendance at the company both at work, home from work, permission, or without information that entirely affects the employee's performance.

5. Ability to cooperate

The ability to work together is the ability of someone to work together with other people in completing a task and work that has been set so as to achieve maximum usability and results.

2.2 Inter-Variable Relationships

2.2.1 Reward Relations on Employee Performance

Reward has a significant influence on employee performance and this is in accordance with the opinion expressed by Oemar (2007) in Mangkunegara (Mangkunegara, Corporate Human Resource Management, 2009) that reward is a reward given by the company to employees for the performance that has been given.

2.2.2 Relationship between Punishment and Employee Performance

Punishment has a significant influence on employee performance in accordance with the opinions expressed by Mangkunegara (Mangkunegara, Human Resource Management, 2000) "punishment is a threat of punishment which aims to improve employee violators, maintain applicable regulations and provide lessons to offenders".

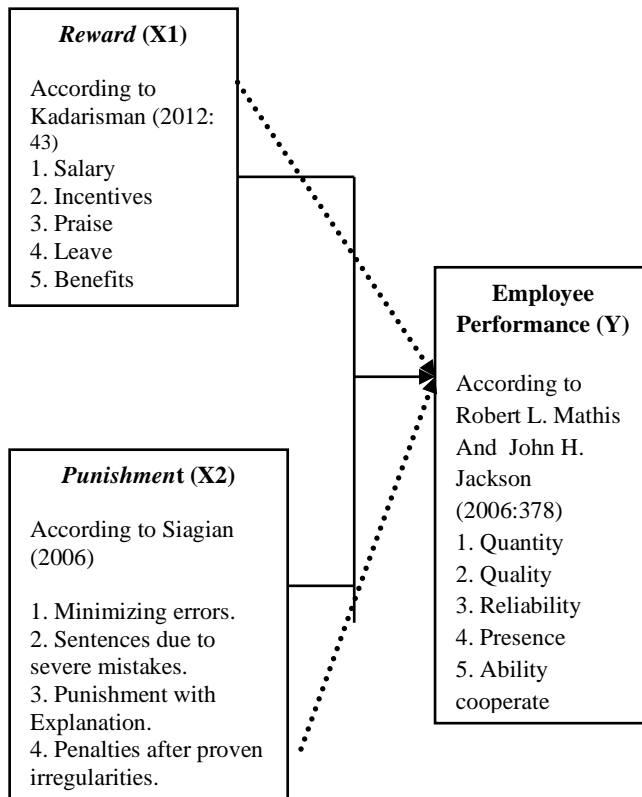
2.2.3 Relationship between Reward and Punishment towards Employee Performance

The method of reward and punishment is a form of positive reinforcement theory originating from the behavioristic theory. According to the behavioristic theory of learning is behavior change as a result of the interaction between stimulus and response (Budiningsih, 2005: 20).

CHAPTER III

Thinking Framework

Framework for Thinking of the Effect of Reward and Punishment on the Employee Performance of Royal Tunjung Bali Hotel & Spa Employees



Based on the background and formulation of the problem described above, the hypothesis can be stated as follows:

1. H1: Reward partially has a positive and significant effect on employee performance at the Royal Tunjung Bali Hotel & Spa
2. H2: Punishment partially has a positive and significant effect on employee performance at the Royal Tunjung Bali Hotel & Spa.
3. H3: Reward and Punishment simultaneously have a positive and significant effect on employee performance at the Royal Tunjung Bali Hotel & Spa

CHAPTER IV

RESEARCH METHODS

4.1 Research Sites

This research was conducted at the Royal Tunjung Bali Hotel & Spa, located at Jln. Padma Utara, Legian, Kuta, Bali.

4.2 Research Objects

The object of research is the field of human resources, especially reward and punishment and its influence on employee performance.

4.3 Identification of Variables

In this study two types of variables were used, the independent variables were Reward (X1) and Punishment (X2), the dependent variable was the performance of the Employee (Y)

4.4 Variable Operational Definitions

4.4.1 Rewards (X1)

According to Kadarisman (2012: 43):

- 1) Salary Salaries are measured from weekly, monthly, or annual wages (regardless of the length of work hours).
- 2) Incentives are measured by achieving employee work targets
- 3) Praise is measured by non-material rewards to increase employee morale.
- 4) Holiday based leave for employees for certain reasons.
- 5) Allowances are based on the position of each employee

4.4.2 Punishment (X2)

According to Purwanto (2006: 189):

- 1) Efforts to minimize errors.
- 2) Sentences due to severe mistakes.
- 3) Punishment with explanation.
- 4) Penalties after proven irregularities.

4.4.3 Employee Performance (Y)

According to Robert L. Mathis-John H. Jackson (2006: 378):

- 1) Quantity is based on number of units, number of activity cycles completed by employees, and number of activities produced.
- 2) Quality is based on the perfection of tasks on the skills and abilities of employees.
- 3) Timeliness is based on employee perceptions of an activity that is completed early in time until it becomes output.
- 4) Attendance is based on employee attendance
- 5) The ability to cooperate is based on a person's ability to work together with others in completing a task

4.5 Data Types and Data Sources

- 1) Quantitative data, namely data on the number of employees at the Royal Tunjung Bali Hotel & Spa, Prasetyo (2005: 24).
- 2) Qualitative data, such as respondent's statement, general description of company, organizational structure at Royal Tunjung Bali Hotel & Spa, Prasetyo (2005: 24).

4.5.2 Data Sources

1. Primary data, namely respondents at the Royal Tunjung Bali Hotel & Spa.
2. Secondary data such as the number of employees, organizational structure at the Royal Tunjung Bali Hotel & Spa.

4.6 Populations and Samples

4.6.1 Population

The population of 35 employees at The Royal Tunjung Bali Hotel & Spa. So that the sample in this study were 35 respondents thus the sampling technique was saturated.

4.6.2 Samples

Samples are part of the population. Arikunto (2008: 104) states that the sample is partially or representative of the population studied. Samples are part of a population that reflects all the characteristics possessed by the entire population. Sample in this study were some employees at the Royal Tunjung Bali Hotel & Spa which numbered 35 people. Method of determining the sample if the population is less than 100, it is better for all populations to be used as samples called population methods or census methods. (Sugiyono, 2010: 251).

4.7 Data Collection Method

Data collection methods used in this study are as follows.

1. Interview

The interview is a method of collecting data by way of direct question and answer with several employees relating to reward, punishment, and employee performance.

2. Observation

According to Wirawan (2007: 25) observation method is a way of collecting data by conducting direct observations of the object of research and recording the data needed.

3. Questionnaire

Questionnaire is a method of collecting data by distributing a list of questions in writing that are distributed to employees to answer the questions themselves related to the object of research. Questionnaires are suitable to use if the number of respondents is quite large and spread over a wide area (Sugiyono, 2014: 121).

4.8 Data Measurement Method

Data was collected using a questionnaire given to employees of the department of The Tanjung Benoa Resort Badung, Bali. The measurement scale used is a Likert scale, which is used to measure attitudes, opinions, and perceptions of a person or group of people about the existence of social phenomena (Sugiyono, 2014: 93), with variations in scores: (5) strongly agree, (4) agree, (3) neutral, (2) disagree, (1) strongly disagree. The scores that have been obtained are then searched for the average score per respondent and then distributed based on certain criteria so that the distribution of answers can be predicted.

4.9 Testing of Research Instruments

4.9.1 Test Validity

An instrument is said to be valid if it is able to measure what should be measured, and can uncover data from variables that are properly examined. The high and low validity of the instrument shows the extent to which the data collected does not deviate from the description of the intended variable. According to (Sugiyono, 2014: 126) items that have a positive correlation with the criteria (total score) and high correlation indicate that the item has high validity as well. The minimum requirement to be considered fulfilling the requirements is if $r = 0.3$. So if the correlation between item scores with a total score of less than 0.3, the items in the instrument are declared invalid. This study used the Statistical Package for Social Science (SPSS) program to test the validity of the instrument.

4.9.2 Reliability Test

Reliability testing is able to show the extent to which the instrument is reliable or reliable, so that when the measuring instrument is used again to examine the same object and with the same technique even though the time is different, the results to be obtained are the same. In this study, to test the reliability of the instrument used an analysis technique with cronbach's alpha formula ≥ 0.60 (Husein, 2008: 57).

4.10 Data Analysis Techniques

This study uses multiple linear regression analysis techniques to estimate the value of the dependent variable with more than one independent variable. Data processing is done with the help of the Statistical Package for Social Science (SPSS) program.

4.10.1 Analysis of Multiple Linear Regression

This analysis is used to solve problems regarding the effect of Reward and Punishment (independent variables) on employee performance (dependent variable). The multiple linear regression equation can be formulated as follows.

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

4.10.2 Multiple Correlation Analysis

Table 4.1 Guidelines for Interpreting the Correlation Coefficients

Relationship Level Correlation Interval

Interval Korelasi	Tingkat Hubungan
0,00-0,199	Very weak
0,20-0,399	Weak
0,40-0,599	Moderate
0,60-0,799	Strong
0,80-1,000	Very Strong

Source: Sugiyono (2010: 183).

To find out the relationship between reward and punishment on employee performance is processed with the SPSS version 18.0 program. SPSS results in the R correlation data summary model.

4.10.3 Analysis of Determination

The Determination Coefficient is used to determine how much influence X1 (reward), X2 (punishment) has on Y (Employee Performance). The coefficient of determination formula is:

4.10. Classic Assumption Test

The classic assumption test aims to provide certainty that the regression equation obtained has accuracy in estimation, is unbiased and consistent. Classic assumption tests can be done by:

- (1) Normality Test
- (2) Multicollinearity Test
- (3) Heteroscedasticity Test

4.10.5 Hypothesis Testing

1. Model Feasibility Test (F Test)
2. Partial Test (t test)

CHAPTER V

DATA AND DISCUSSION

5.1 General Overview of the Organization

5.1.1 Company History

Hotel Royal Tunjung Bali Hotel & Spa. Royal Tunjung Bali Hotel & Spa for now has 20 rooms or 7 Cottages / Villas and 3 rooms. The details are as follows:

- One Bedroom Villa Garden View: 2 Units
- Three Bedroom Villa Pool View: 2 Units
- Three Bedroom Villa Garden View: 3 Units
- Super Deluxe: 2 Rooms
- Deluxe: 1 Room

For supporting facilities in each room are as follows:

- Television 32 'Flat / Tube
- Air Conditioning
- Water Jug / Coffe maker
- Safe Deposit Box
- Minibar in Super Deluxe and Deluxe rooms
- Fridge at the Villa Living Room
- Telephone
- Wi-Fi access
- Hot water and Cold Water for Bathroom
- Main Pool

5.2 Characteristics of Respondents

The respondents used in this study were 35 people who were determined by the census method, namely employees at the Royal Tunjung Bali Hotel & Spa. The respondent characteristics of the study were education, gender and age.

5.2.1 Characteristics of Respondents by Education Level

The number of employees who have a higher education diploma level as many as 25 people (71.4%), junior high school education level as much as 1-person (2.9%) Bachelor education level as many as 7 people (20.00%) and education level SMA / SMK as many as 2 people (5.7%). A higher level of education at the Diploma level is due to the fact that the workforce has a longer learning and work experience which is formal education.

5.2.2 Characteristics of Respondents by Gender

The number of male employees is more dominant as many as 25 people (71.4%) while female employees are 10 people (28.6%). More dominant male employees because in general this profession is carried out by men, although female employees are also available but in lower numbers.

5.2.3 Characteristics of Respondents by Age

Based on Table 5.3 shows that the majority of employee ages ranged from 20-30 years as many as 18 people (51.4%), age range 31-40 years as many as 12 people (34.3%) and ages 41-50 years as many as 5 people (14, 3%).

5.3 Description of Research Variables

5.3.1 Rewards

The lowest average Reward variable score is obtained, namely a salary of 4.20 is included in the category of disagreement, this indicates that employees disagree on indicators that represent Reward variables. The highest average value is found in the second indicator, namely incentives given by the company can increase the spirit of accrual work in working with an average value of 4.29 included in the agreed category.

5.3.2 Punishment

The average score of Punishment variable of 4.17 is included in the agreed category, this indicates that employees agree on indicators that represent non-financial compensation variables. The highest average value is found in the third indicator, namely the leader applies a fair sanction system with an average value of 4.37 included in the agreed category. While the lowest average is found in the fourth indicator, namely the punishment will be given more severely when proven to make a deviation

5.3.3 Employee Performance

The average score of the variable employee performance is 4.24 included in the agreed category, this indicates that employees agree on indicators that represent employee morale variables. The highest average value is found in the fourth indicator, namely I try to work as effectively as possible with an average value of 4.29 included in the agree category. While the lowest average is in the first and third indicators, namely the level of achievement of the work volume that I have produced is in accordance with company expectations and to complete my work does not require much time with an average value of 4.20.

5.4 Test of Research Instruments

5.4.1 Test of Validity

According to Sugiyono (2011), based on the results of the instrument validity test in Table 5.4 shows the correlation value on all indicators for all variables greater than 0.3 means that the research instrument meets the validity requirements and can be used as an instrument for data collection.

5.4.2 Reliability Test

According to Sugiyono (2011: 122), reliable instruments are not necessarily valid. Reliable instruments are instruments that, when used several times to measure the same object, will produce the same data. The results of the reliability test of the research variables in Table 5.8 obtained reliability values in the research variables greater than 0.6 so that it can be explained that the research instruments met the reliability requirements.

5.4.3 Classical Assumption Test

Data analysis was performed using multiple linear regression analysis techniques. Before the regression model is used to test hypotheses, then the classic assumption is tested first. In this study, technical data analysis was carried out with the help of the Statistical Package for Social Science (SPSS) program release version 17.0 for Windows. According to Ghazali (2011: 176), the classic assumption test carried out is as follows:

1. Normality Test

According to Ghazali (2011: 181), the normality test is a test to find out whether in the regression model, the disturbing or residual variables have a norm distribution or not. The sample data distribution normality testers are carried out using Kolmogorov-Smirnov statistics. Sample data is said to be normally distributed if the Asymp coefficient. Sig (2-tailed) is greater than $\alpha = 5\%$. The classic assumption test results on the normality of research data can be seen in Table 5.9

1) Normality Test Results

The results of normality testing with Kolmogorov-Smirnov obtained Test Statistic value of 0.086 with Asymp.Sig (2-tailed) value of 0.200 > 0.05, meaning that the data used is data that means Reward (X1), Punishment (X2), Employee performance (Y) normal distribution.

2) Heteroscedasticity Test with Glejser Test

Based on the results of the classic assumption test with the glejser test obtained a significance value on both independent variables greater than 0.05, meaning that the data used in this study is data that is free from the symptoms of heteroscedasticity.

2. Multicollinearity Test

Based on the results of multicollinearity testing with tolerance values and VIF, it shows that tolerance values in all independent variables are greater than 0.1 and Variance Inflation Factor (VIF) is less than 10, it can be explained that the research data does not show symptoms of multicollinearity.

5.5 Research Data Analysis

5.5.1 Analysis of Multiple Linear Regression

According to Sugiyono (2011), this statistical analysis is used to determine whether there is a simultaneous influence of independent variables on the dependent variable.

Results of Multiple Linear Regression Analysis

Unstandardized Coefficients Standardized

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1(Constant)	1,304	1,668		,782	,440		
Reward	,469	,210	,464	2,229	,033	,128	7,791
Punishment	,602	,274	,458	2,196	,035	,128	7,791

a. Dependent Variable: Kinerja Karyawan

Based on the results table of multiple linear regression analysis, the regression equation can be made as follows.

$$Y = a + b_1X_1 + b_2X_2$$

$Y = 1,$

Table 5.13

Correlation Analysis Results

The R value of 0.906 means that there is a relationship between the Reward variable and non-financial compensation for employee performance at the Royal Tunjung Bali Hotel & Spa.

1) Determination Analysis

According to Sugiyono (2011), the analysis of determination is used to determine how much influence between the independent variables (X) and the dependent variable (Y) are expressed in percentages. The results of testing the coefficient of determination are shown in Table 5.13. The coefficient of determination based on the adjusted R square value of 0.811 or 81.1% means that the contribution of Reward and Punishment variables to employee performance is 81.1% while the remaining 18.9% is influenced by other variables not included in the research model.

2) Simultaneous Significance Test (Test Statistic F)

Based on the results of the F test obtained F value of 73.737 with a significant value of $0.000 < 0.05$ means that there is a significant relationship between Reward and Punishment on employee performance at the Royal Tunjung Bali Hotel & Spa. These results prove that the proposed hypothesis is validated.

3) T test (Partial Test)

Based on the results of the t test on the development variable obtained the value of t arithmetic of 2.292 with a significance level of $0.033 < 0.05$ means that there is a positive and significant (real) relationship between rewards on employee performance at the Royal Tunjung Bali Hotel & Spa. Thus, the proposed hypothesis is validated.

Based on the results of the t test on the development variable obtained the value of t arithmetic of 2.196 with a significance level of $0.005 < 0.05$ means that there is a positive and significant (real) relationship between Punishment on employee performance at the Royal Tunjung Bali Hotel & Spa. Thus, the proposed hypothesis is validated.

5.6 Discussion of Results

5.6.1 Effect of Reward on Employee Performance at Royal Tunjung Bali Hotel & Spa

The results of hypothesis testing indicate that the Reward variable has a positive and significant effect partially on employee performance at the Royal Tunjung Bali Hotel & Spa, this indicates that if the reward increases, the employee's performance also increases, this is evidenced by the t value of 2,229 with a significance of $0.033 < 0,05$. The results of this study in accordance with the research conducted by Naji-Ihedinmah & Egbunike (2015) found that rewards significantly influence employee performance.

5.6.2 Effect of Punishment on Employee Performance at the Royal Tunjung Bali Hotel & Spa

The results of hypothesis testing indicate that the Punishment variable has a positive and significant effect on employee performance at Royal Tunjung Bali Hotel & Spa, this indicates that Punishment given to employees in the form of penalties can improve employee performance, this is evidenced by a t value of 2.196 with a significance of $0.035 < 0.05$. The results of this study in accordance with the research conducted by Galih Dwi Koencoro, (2011) found that Punishment Employees (X2) had a significant influence on employee performance variables (Y).

5.6.3 Effects of Reward and Punishment on employee performance at the Royal Tunjung Bali Hotel & Spa

The results of testing the third hypothesis with the F test obtained F count value of 73.737 with a significant value of $0.000 < 0.05$ means that there is a relationship that has a positive and significant effect between Reward and Punishment on employee performance at the Royal Tunjung Bali Hotel & Spa. This indicates that the better reward for employees, which is supported by the existence of Punishment in the form of punishing employees who make mistakes, can improve employee performance even better. The results of this study are in line with the research conducted by Arik Irawanti (2016) found that there is a positive and significant influence between the Reward variable (reward) and Punishment (reprimand / sanction) on the performance of employees at the Lisa Sejahtera Jepara BMT.

CHAPTER VI

6.1 Conclusions

Based on the results of data analysis and discussion of research can be concluded as follows:

1. The results of hypothesis testing based on the results of multiple linear regression analysis indicate that the results of the t test obtained t count value of 2,229 with a significance value of 0.033 means that there is a positive and significant effect between rewards on employee performance at the Royal Tunjung Bali Hotel & Spa.
2. The results of hypothesis testing based on the results of multiple linear regression analysis indicate that the results of the t test obtained t count value of 2.196 with a significance value of 0.035 means that there is a positive and significant influence between the variable Punishment on employee performance at the Royal Tunjung Bali Hotel & Spa.
3. The results of testing the third hypothesis with the F test obtained F count value of 73.737 with a significant value of $0.000 < 0.05$ means that there is a significant relationship between Reward and Punishment on employee performance at the Royal Tunjung Bali Hotel & Spa. This indicates that the better reward for employees, which is supported by the existence of Punishment in the form of punishing employees who make mistakes, can improve employee performance even better.

6.2 Suggestions

Based on the conclusions of the research, suggestions were made to be taken into consideration for the management of the Royal Tunjung Bali Hotel & Spa as follows.

1. To the management of the company to always give praise to employees for the achievement of the resulting performance, so that they can improve their performance even better
2. Give severe penalties after it is proven that there are deviations made by employees without distinguishing the treatment of all employees.
3. It is expected that employees will be more effective and efficient in completing tasks and jobs so that the achievement of quantity and reliability of work increases more than expected.