

Design of a Reward and Punishment System for Employee Performance at Pt Sinar Semarang

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Abstract. *This study aims to design an effective reward and punishment system to improve compliance and work safety for fuel tanker truck drivers at PT Sinar Semarang. Violations of safety regulations, such as smoking while driving, have been proven to endanger company operations and the environment. This study used a qualitative descriptive approach with data collection through interviews, focus group discussions (FGDs), and expert opinion. The results showed that factors contributing to violations include work pressure, lack of supervision, bad habits, and a lack of understanding of regulations. To address this, the company needs to implement a proportional reward and punishment system, based on the level of risk of violation and employee contribution. Rewards are given in the form of bonuses, promotions, or training, while punishments range from warning letters to termination of employment. This design is expected to create a disciplined, safe, and productive work culture in a high-risk work environment. This study also recommends further study on the effectiveness of supervision, the influence of work pressure, and incentive strategies in supporting compliance with safety regulations.*

Keywords: *Human Resource Performance; Intrinsic Motivation; Organizational Commitment.*

1. Introduction

As Indonesia's largest oil and gas company, Pertamina has established strict internal policies against occupational safety violations, including a ban on smoking while on duty. In the context of human resource management, the smoking ban for fuel tanker drivers is not simply an administrative regulation (Pertamina, 2021), but part of the company's commitment to creating a safe and secure work environment.

Video footage captured by a resident shows the driver of a fuel tanker belonging to PT Sinar smoking inside the vehicle. The driver is seen holding a lit cigarette while driving the tanker,

which is filled with flammable liquid fuel. The incident occurred at the fueling area before the truck continued its journey to its destination. The driver's actions violated standard operating procedures (SOPs) and applicable occupational safety policies. Smoking is prohibited around fuel-carrying vehicles, a mandatory rule designed to prevent the risk of fire or explosion. The area of the incident also appeared to be quite crowded with other vehicles, increasing the risk of harm from this action (Meindha Ade Fatria, 2016).



Figure

Video Evidence of PT Sinar Truck Driver Smoking

Violating the smoking ban by fuel tanker truck drivers is a serious violation that threatens workplace safety and often results in severe sanctions, including termination of employment, to ensure the safety of workers, the public, and the environment. Workplace violations negatively impact individual and team performance, as well as the company's productivity and reputation. Therefore, it is important for employees to understand the types of violations and their impact.

Reward and punishment systems are commonly used as mechanisms to control employee behavior (Sari, TP, & Ekowati, 2022), where rewards increase motivation and performance (Al Addar et al., 2022), while punishments provide a deterrent effect (Kawulur et al., 2018). Several studies have shown that the appropriate and fair application of rewards and punishments can improve employee motivation, performance, and loyalty.

However, these studies have paid little attention to contextual factors such as organizational culture, industry type, interpersonal relationships, and job satisfaction, and have focused more on large companies than small and medium-sized enterprises. Therefore, this study proposes a more holistic approach that considers these aspects to

better understand the effectiveness of reward and punishment systems in improving employee performance and loyalty across various types of organizations.

Research that can be proposed to fill these gaps offers novelty, namely the development of a reward and punishment-based implementation model in a high-risk work environment. This study can provide concrete recommendations for companies operating in high-risk sectors, such as fuel transportation, construction, or manufacturing. In motivation theory, both rewards and punishments have a positive effect on employee performance. (Wirawan & Afani, 2018) and (Putri Kentjana & Nainggolan, 2018) found that rewards have a positive and significant effect on work motivation. Likewise, punishment was found to have a positive and significant effect on employee work motivation. Overall, rewards and punishment have a positive and significant influence on employee performance. In practice, both can be seen as motivation, although from different perspectives, but produce positive forms.

Based on this background, the problem formulation in this study is 1) What are the factors that cause fuel tanker truck drivers to violate regulations while on duty?; 2) What are the potential dangers caused by violating regulations in fuel tanker trucks?; 3) What is an effective reward and punishment-based implementation model in increasing compliance of fuel tanker truck drivers?

The objectives of this study are: 1) To analyze the factors that cause fuel tanker truck drivers to violate regulations while on duty; 2) To identify and evaluate the potential dangers caused by violating regulations in fuel tanker trucks; 3) To develop an effective reward and punishment design to improve compliance of fuel tanker truck drivers.

The results of this study are expected to provide more comprehensive insights into human resource management in the fuel transportation sector. These insights can serve as a reference for companies in designing effective workplace safety policies, improving employee compliance with regulations, and maintaining harmonious and sustainable industrial relations. This holistic approach aims to create a safe work environment and support the sustainability of company operations.

Literature Review and Hypothesis Development

Human Resource Management (HRM) is defined as "a strategic and coherent process of managing an organization's most valuable asset, the people who work there, who individually and collectively contribute to the achievement of business objectives" (Colquitt et al., 2021). The main functions of HRM are divided into several important aspects, namely: 1) Human Resource Planning is the initial step, where the organization analyzes workforce needs and develops plans to meet them (Noe et al., 2021); 2) Employee development is a crucial function in HRM (Gunathunge & Lakmal, 2019); 3) Performance management is an equally important process (Aguinis & Burgi-Tian, 2021); 4) Compensation and benefits are important elements in HRM (Milkovich, GT, Newman, JM, & Gerhart, 2020); 5) Employee

and labor relations focus on managing harmonious relationships between management and employees (Kaufman, 2011).

Occupational Safety and Health (K3) is a discipline aimed at protecting workers from the risk of accidents and occupational diseases that could potentially occur in the workplace. More broadly, K3 also encompasses efforts to create a safe, healthy, and productive work environment to support the continuity of company operations. According to Law Number 1 of 1970 concerning Occupational Safety, K3 aims to "guarantee the condition, perfection, and safety of workers and others in the workplace."

Employee adaptive behavior is an individual's ability to adapt effectively to changes that occur in the work environment. These changes can include various aspects, such as changes in roles, responsibilities, or working conditions. (Milkovich, GT, Newman, JM, & Gerhart, 2020) state that adaptive behavior has eight main dimensions, namely: (1) the ability to handle emergency situations, (2) the ability to manage work stress, (3) the ability to learn new tasks and technologies, (4) creativity in solving problems, (5) the ability to adapt to diverse work cultures, (6) openness to change, (7) effective interpersonal skills, and (8) the ability to work independently in situations full of uncertainty. These dimensions indicate that employee adaptive behavior is not only important to ensure individual effectiveness in dealing with change, but also contributes to the achievement of organizational goals in a dynamic and constantly changing work environment. Understanding employee adaptive behavior can be explained through the Theory of Planned Behavior proposed by (Ajzen, 1991). This theory explains that a person's intention to carry out a behavior is determined by three main components, namely 1) Attitude towards the behavior; 2) Subjective norms; 3) Perceived behavioral control.

Rewards and punishments are two key instruments in human resource management used to influence employee behavior. Rewards are given as a form of appreciation for positive employee performance or behavior, with the aim of increasing motivation and work productivity. (Sunarto et al., 2017) state that "rewards can take the form of salary, bonuses, incentives, allowances, welfare, career development, and psychological and social rewards." Conversely, punishment is applied to correct behavior that does not comply with company standards, with the hope of preventing similar violations from recurring in the future. According to Afilla's research, "the appropriate and wise application of punishment can be a motivating tool for employees to improve their performance" (Afilla, M, 2024).

Rewards in a corporate context include awards given to employees who demonstrate good performance or comply with company regulations. These rewards can take the form of financial incentives such as bonuses, salary increases, and allowances, as well as non-financial rewards such as recognition, training opportunities, and job promotions. According to (Sunarto et al., 2017), rewards must be relevant to employee contributions so they feel appreciated and motivated to maintain or improve their performance. Rewards not only

strengthen the relationship between employees and the company but also foster a healthy, competitive culture in the workplace.

Punishment is a step taken by a company to correct employee behavior or performance that does not comply with standards or policies. Punishment can take the form of verbal reprimands, written warnings, postponement of promotions, and even termination of employment (PHK) in cases of serious violations. According to research (Afilla, M, 2024), punishment applied fairly and consistently can be an effective tool to prevent recurrence of violations. However, the implementation of punishment must be accompanied by an educational approach to avoid creating excessive fear that could damage employee productivity.

In practice, the implementation of rewards and punishments must be integrated into the company's performance management system. Good implementation includes: (1) Clear Criteria: The company must determine key performance indicators (KPI) that serve as the basis for awarding rewards and punishments. (2) Transparent Communication: The company must disseminate reward and punishment policies to all employees to ensure a shared understanding. (3) Regular Evaluation: A regular evaluation process is necessary to assess the effectiveness of the reward and punishment system and to provide feedback to employees. (4) Balance Between Rewards and Punishments: Excessive emphasis on punishment can create a negative work environment, while focusing only on rewards without sanctions can reduce discipline (Wilkinson et al., 2010).

For example, companies can reward employees who consistently comply with workplace safety policies, such as workplace discipline, in the form of health incentives or annual awards. Conversely, employees who violate these policies may be subject to punishment, such as written warnings or reduced incentives. Research by (Setiadin, 2023) shows that effective implementation of rewards and punishments can increase compliance with company policies, ultimately supporting a healthier and more productive work environment.

The implementation of company regulations can be strengthened through the implementation of an effective reward and punishment system. Rewards can be given to employees who comply with the company's prohibition policy, for example in the form of health incentives, recognition, or other awards. Conversely, punishments can be applied to employees who violate the policy, such as warnings or administrative sanctions. Research by (Setiadin, 2023) shows that the implementation of Smoke-Free Areas (KTR) in Bandung City was successfully implemented through the strengthening of technical regulations in the form of Regional Regulation Number 4 of 2021 concerning Smoke-Free Areas. In the study, Setiadin stated that "policies supported by strict supervision and structured sanctions have a significant impact on community compliance." This indicates that policies supported by a clear reward and punishment system can improve employee compliance with company regulations, particularly in the context of disciplinary violations by employees (Mardah et al., 2023).

Several relevant theories in HR provide guidance for understanding and managing employee behavior, namely:

1. B.F. Skinner's Reinforcement Theory states that individual behavior is influenced by the consequences that follow. Positive reinforcement, such as rewards or recognition, can increase the likelihood of repeating desired behavior. Conversely, negative reinforcement or punishment is used to reduce undesirable behavior (Luthans & Doh, 2021). The application of this theory helps organizations build performance management systems based on the provision of fair consequences.
2. Equity Theory, developed by J. Stacy Adams, explains that employee perceptions of fairness in reward distribution play a crucial role in work motivation. An imbalance between inputs (such as effort, skill, and time) and outputs (such as pay and recognition) can impact employee satisfaction levels. Employees who perceive unfair treatment tend to exhibit decreased motivation and performance (Colquitt et al., 2021). Therefore, it is crucial for organizations to ensure transparency in their reward and compensation systems.
3. Victor Vroom's Expectancy Theory provides a perspective on how employees' expectations of work outcomes influence their motivation levels. This theory explains that employee motivation is influenced by their belief that their efforts will result in good performance, which in turn will be rewarded with valuable rewards (Ajzen, 1991). Implementing this theory allows organizations to design reward systems that align with employees' expectations and needs, thereby increasing their engagement in achieving organizational goals.

2. Research Methods

This research focuses on the implementation of a reward and punishment system as a strategy for managing employee behavior in support of the company's prohibition policy. The chosen research method is designed to provide an in-depth and detailed overview of the factors influencing employee behavior, the implementation of company policies, and their impact on occupational safety and health, and operational sustainability. With this approach, the research can produce relevant findings to support the development of more effective company policies. This research uses a qualitative descriptive approach, which aims to provide an in-depth overview of employee behavior management in high-risk work environments through a reward and punishment system. Qualitative descriptive research focuses on collecting rich and in-depth data to explain certain phenomena within a specific context. According to (Sugiyono, 2020),

3. Results and Discussion

3.1. Result

In an effort to increase awareness and compliance with safety regulations, the company held a Focus Group Discussion (FGD) involving various stakeholders, including operational

management, field supervisors, and drivers. The FGD aimed to identify factors leading to regulation violations, understand the challenges drivers face, and formulate solutions to create a safer work environment.

Hazard Ranking Based on Severity

Severity Level	Danger
Light	Defensive driving training is lacking
Currently	Fuel spill during transportation, alarm system is less than optimal
Heavy	Customers smoking near the area, Tank leaks and exposure to fuel vapors, Sparks during repairs.

The severity of hazards in the context of occupational safety can be categorized based on their impact on employee safety and the surrounding environment. At a minor level, the hazards typically have limited impact and are easier to control. An example is a lack of defensive driving training for drivers, which can increase the risk of traffic accidents. While this lack of training may not directly cause major damage, it can increase the risk of minor accidents caused by drivers who are less skilled at handling critical situations on the road.

Risk Ranking Based on Severity and Probability

Risk Level	Danger	Impact	Probability
Low	Defensive driving training is lacking	Small	Low
Currently	The alarm system is less than optimal	Currently	Currently
	Fuel spills during transportation	Currently	Currently
Tall	Customers smoking near the area	Big	Tall
	Fuel tank leak	Big	Tall
	Sparks during repairs	Big	Tall

Based on the risk management table, each potential hazard in the workplace needs to be analyzed based on its risk level, impact, and probability of occurrence. This analysis is crucial for determining priorities for handling. At a low risk level, there is a potential hazard in the form of insufficient defensive driving training. While this can potentially lead to driving errors, the impact is likely to be minor, such as minor vehicle damage or minor accidents that do not result in serious injury. The probability of these occurrences is low, as existing training is usually sufficient to mitigate such problems.

3.2. Discussion

3.2.1. Factors That Cause Fuel Tanker Drivers to Violate Company Regulations

Compliance with company regulations is crucial for maintaining safety and operational efficiency. However, various factors cause some drivers to violate established regulations. These factors can range from work pressure, personal habits, to a lack of company

supervision. Understanding these factors is crucial for companies to design more effective strategies to improve driver discipline and compliance. Based on the research data, the following are some of the main factors that frequently contribute to regulation violations among fuel tanker truck drivers.

No	Causative factor	Explanation
1	Time Pressure	Drivers are often pressed for delivery times, so they are tempted to ignore safety procedures for the sake of efficiency.
2	Bad habits	Some drivers have long-standing habits that are difficult to change, such as not wearing protective equipment or neglecting vehicle inspections.
3	Lack of Supervision	If company supervision is not strict enough, drivers may feel free to disobey the rules.
4	Lack of Initial Sanctions	If the sanctions for minor violations are not sufficient to have a deterrent effect, drivers may continue to make repeated mistakes.
5	Lack of Understanding of the Rules	Not all drivers understand or realize the importance of the safety procedures that the company has established.
6	Fatigue and Work Pressure	A busy work schedule and minimal rest time make drivers less focused and tend to ignore regulations.
7	Work environment	Some coworkers may have a negative influence by disregarding safety rules.
8	Lack of Incentives for Discipline	If there are no rewards for disciplined drivers, the motivation to comply with the rules may decrease.

3.2.2. Potential Dangers Caused by Employees Violating Company Regulations

Violations of safety regulations in fuel tanker operations not only impact the workers themselves but can also pose significant risks to the public and the environment. Each established procedure has the primary goal of preventing hazardous incidents such as accidents, leaks, or even explosions. Therefore, understanding the impact of each violation is crucial for optimal implementation of preventative measures. Based on the research data, the following are some potential hazards that can arise from regulatory violations in the fuel transportation sector.

No	Potential Danger	Explanation
1	Fire or Explosion	Violations such as smoking while refueling can trigger very dangerous fires.
2	Traffic accident	Driving at high speeds or ignoring safety procedures can lead to fatal accidents.
3	Fuel leak	Negligence during filling or inspection can cause leaks that risk polluting the environment and endangering the public.
4	Vehicle Damage	Neglecting to inspect your vehicle before setting off can lead to technical failures such as brake failure or fuel leaks.
5	Injury or Death	Violation of safety procedures can result in accidents that injure or even kill the driver and others.
6	Legal and Financial Sanctions	If an incident occurs due to negligence, the company could face legal action and large fines.
7	Company Losses	Asset damage, loss of fuel, and delivery delays can cause significant financial losses for companies.
8	Bad Reputation	Safety incidents resulting from breaches can damage a company's image in the eyes of customers and regulators.

3.2.3. Implementation of Reward and Punishment Based Policies

Company regulations are a crucial aspect that employees in every organization or company must adhere to, including PT Sinar Semarang. Effective company policies rely not only on procedures and regulations, but also on a monitoring system and the provision of incentives or sanctions that can encourage employees to consistently comply with established safety standards. A reward and punishment policy in implementing company policies is one method used by companies to enforce discipline and motivate employees to maintain workplace safety.

Reward Rewards or awards are given to employees who demonstrate high compliance and dedication to the implementation of company policies, while punishment or penalties are given to those who violate established rules. The implementation of this policy is expected to create a safe work environment, reduce accident rates, and improve overall performance in the company. However, to ensure the success of this policy, a deep understanding of how to implement it fairly and effectively, as well as continuous evaluation of the policy's impact on employee behavior, is required. The following are the results of the implementation of the reward and punishment policy at PT Sinar Semarang.

Punishment Plan

No	Violation Criteria	Category	Impact	Punishment
1	Smoking while driving a fuel tanker truck	Big	The risk of fire and explosion threatens lives and company assets.	SP 3 & Termination of Employment (PHK)
2	Not using Personal Protective Equipment (PPE) while working	Currently	Potential for work accidents and injuries	SP 2
3	Using a cell phone while driving a fuel tanker truck	Big	The risk of traffic accidents that can cause fuel leaks	SP 3 & PHK
4	Violating the designated travel	Currently	Risk of distribution delays	SP 2

No	Violation Criteria	Category	Impact	Punishment
	route		and potential misuse of fuel	
5	Not performing a vehicle inspection before the trip	Small	Potential technical problems that could cause accidents	SP 1
6	Filling up with fuel in a place that does not comply with procedures	Big	Risk of fuel leaks and environmental pollution	SP 3 & PHK
7	Driving while drunk or under the influence of drugs	Big	Risk of fatal accident	immediate layoffs
8	Failure to report work incidents or minor accidents	Currently	Potential further hazards that are not properly addressed	SP 2
9	Transporting unauthorized passengers in a tanker truck	Currently	Safety risks to passengers and potential violations of the law	SP 2
10	Failure to comply with fuel loading and unloading procedures	Big	Risk of fuel spills and environmental hazards	SP 3 & PHK

Award Design (Reward)

No	Award Criteria	Category	Impact	Reward
1	Comply with work safety SOPs consistently	Big	Reduce the risk of accidents and maintain operational efficiency	Annual bonus & award certificate
2	Complete fuel delivery on time without violations	Currently	Improve customer satisfaction and distribution efficiency	Additional incentives per trip
3	Never received SP for 2 consecutive years	Big	Improve work discipline and employee compliance	Salary increase or promotion
4	Reporting potential hazards can prevent accidents	Currently	Reducing the potential for incidents that could harm the company	Exemplary employee award & cash bonus
5	Demonstrate leadership in maintaining work safety	Big	Encourage a strong workplace safety culture	Advanced training & promotion opportunities
6	Driving with optimal fuel efficiency	Currently	Reduce company operational costs	Fuel efficiency bonus
7	Actively participate in safety training and share knowledge with colleagues.	Currently	Improve team awareness and skills in K3	Award certificates & merchandise prizes
8	Take the initiative to improve work safety procedures	Big	Improve company operational standards	Innovation bonus & management appreciation
9	Achieved a record of accident-free working hours for more than a year	Big	Improve company image and safety	Travel & cash incentives
10	Consistently maintain vehicle cleanliness and maintenance	Small	Extend vehicle life and reduce maintenance costs	Additional prizes (shopping vouchers, work tools, etc.)

4. Conclusion

Based on the results of the analysis and in line with the research objectives, the following conclusions can be drawn. 1. Factors that cause fuel tanker drivers to violate company regulations are influenced by both internal and external factors. Internal factors include bad habits, a lack of understanding of the rules, and fatigue due to work pressure. Meanwhile, external factors include time pressure, lack of supervision, minimal initial sanctions, the influence of a less disciplined work environment, and a lack of incentives for compliant drivers. To address these issues, companies need to improve supervision, implement more effective sanctions, and provide incentives for disciplined drivers to improve workplace safety. 2. Potential hazards resulting from violating company regulations include the risk of fire or explosion, traffic accidents, and fuel leaks, which threaten not only driver safety but also the public and the environment. Furthermore, negligence in vehicle inspections can lead to technical failures, leading to accidents or asset damage. Other impacts include injury or death, legal and financial penalties, and financial losses to the company. If these incidents continue to occur, the company's reputation could be tarnished, reducing customer and regulatory confidence in the safety standards implemented. 3. Implementation of reward and punishment based policies, namely: 1. *Punishment*: Violations with the highest risk, such as drunk driving, smoking while driving, and using a cell phone while driving, receive the heaviest penalties, namely immediate dismissal or SP 3 & PHK. 4. Moderate-risk violations, such as not wearing PPE or violating travel routes, receive an SP 2 as a serious warning. 5. For minor violations, such as negligence in vehicle inspections, SP 1 is given as a form of initial warning. a. *Reward*: 1. Big Category The award is given to drivers with the highest contribution to maintaining workplace safety, discipline, and innovative safety procedures. The reward includes a salary increase, a promotion, and substantial financial incentives. 2. Medium Category includes contributions to operational efficiency, knowledge sharing, and hazard reporting initiatives, with rewards in the form of additional incentives, cash bonuses, and certificates of appreciation. 3. Small Category more focused on contributions to vehicle maintenance and the work environment, with rewards in the form of shopping vouchers or simple gifts.

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