

The Effect Of Work Stress And Rewards And Punishments On Employee Performance At PT Penerbit Erlangga, Samarinda Branch

Mahreva Roestha Ramadaniaty^{1*}, Doddy Adhimursandi²⁾

^{1,2)} Universitas Mulawarman

*Corresponding Author

Email: mahrevaroestha@gmail.com¹, doddy.adhimursandi@feb.unmul.ac.id²

Abstract

This study examines the influence of job stress, reward, and punishment on employee performance at PT Penerbit Erlangga Samarinda Branch within the context of increasing organizational demands and industry dynamics. The research is motivated by the need to understand how human resource management practices contribute to improving employee performance amid work pressure and organizational expectations. The objective of this study is to analyze the partial and simultaneous effects of job stress, reward, and punishment on employee performance. This study employs a quantitative approach with an explanatory research design, involving 107 permanent employees selected using a census sampling technique. Data were collected through a structured questionnaire using a Likert scale and analyzed using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with SmartPLS 4.0. The results reveal that job stress, reward, and punishment all have positive and significant effects on employee performance. Among these variables, punishment shows the strongest influence, followed by job stress and reward. The findings indicate that properly managed job stress can enhance productivity, while fair reward systems increase motivation and well-implemented punishment strengthens discipline and accountability. In conclusion, the study highlights the importance of balanced human resource management strategies in optimizing employee performance, particularly through effective stress management, fair reward distribution, and consistent disciplinary mechanisms.

Keywords: Job Stress, Reward, Punishment, Employee Performance, Human Resource Management

INTRODUCTION

The Indonesian publishing industry has undergone significant dynamics recently, characterized by fluctuations in book production. Data from the National Library of Indonesia (2023) reveals that the number of ISBNs issued in 2023 reached 108,222 for 99,685 book titles, representing a decline from the 159,329 ISBNs recorded in 2021. This downturn was driven by various factors, including the impact of the COVID-19 pandemic on book production and distribution. Nevertheless, the industry has demonstrated resilience through adaptive strategies such as digitalization and product diversification. According to the Indonesian Publishers Association (2023), there are over 5,200 publishing entities in Indonesia, with approximately 62% operating as business-oriented companies.

As a key player in the industry, PT Penerbit Erlangga, established in 1952, has evolved from a textbook publisher into a company with a diverse product portfolio, including children's books, fiction, non-fiction, and magazines. Operating various imprints such as Erlangga for Kids, Esensi, Esis, and Phibeta, and supported by a network of regional branches—including one in Samarinda—the company is compelled to maintain optimal employee performance to navigate market competition and digital transformation effectively.

Employee performance is a critical factor in supporting organizational success. However, internal data indicates that several divisions have only achieved approximately 85% of their productivity targets, accompanied by a 12% increase in absenteeism. Furthermore, employee perceptions of the human resource management system reveal underlying issues: only 60% of staff consider the reward system to be fair, while about 35% perceive the application of punishments as inconsistent. These conditions suggest a gap between corporate policies and their implementation on the ground.

Theoretically, job stress, rewards, and punishments are vital determinants influencing

employee performance. Research by Atrian & Ghobbeh (2023) indicates that high levels of job stress negatively impact performance. Conversely, Diawati et al. (2024) found that an appropriate combination of rewards and punishments can enhance employee output. Internal interviews also revealed that reward distribution remains uneven and incidental, while the enforcement of punishments is seen as reactive and inconsistent. Notably, 45% of employees identified job stress as a primary obstacle to improving their performance.

Based on these phenomena, this study aims to analyze the influence of job stress, rewards, and punishments on employee performance at PT Penerbit Erlangga, Samarinda Branch. This research is expected to provide empirical contributions to the development of human resource management, particularly in enhancing the effectiveness of organizational policies amidst the evolving dynamics of the publishing industry.

RESEARCH METHODS

This study employs a quantitative explanatory design to analyze the effect of job stress, rewards, and punishment on employee performance at PT Penerbit Erlangga Samarinda Branch, conducted in Samarinda during the 2025 research period. The population consists of all 107 permanent employees, and a census sampling technique was applied, involving the entire population as respondents based on criteria such as active employment status, willingness to participate, and a minimum one-year tenure, as recommended by Sugiyono (2018) for small populations. Data were collected through a structured online questionnaire using a Likert scale (1–5) and supported by company documentation. The instrument was developed based on indicators of job stress, reward, punishment, and employee performance. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0, following Hair et al. (2021), which is suitable for complex models and non-normal data. The analysis includes evaluation of the outer model (convergent validity with outer loading ≥ 0.70 and AVE ≥ 0.50 , discriminant validity using Fornell-Larcker and cross-loadings, and reliability with Composite Reliability ≥ 0.70 and Cronbach's Alpha ≥ 0.60) and the inner model (collinearity using VIF < 5 , coefficient of determination/ R^2 , effect size/ f^2 , and predictive relevance/ $Q^2 > 0$), followed by hypothesis testing using bootstrapping, where t-statistics ≥ 1.96 or p-values ≤ 0.05 indicate significant relationships, covering direct, indirect, and total effects to ensure comprehensive model interpretation.

RESULTS AND DISCUSSION

This section contains research results and discussion. Research results are presented in the form of tables, pictures, figures, graphs, or descriptive descriptions. Analysis and interpretation of these results are required before they are discussed.

Results

Measurement Model Evaluation (Outer Model)

The measurement model (outer model) explains the relationship between observed variables (indicators) and latent constructs. This evaluation aims to ensure that the research instrument is valid and reliable in measuring job stress, reward, punishment, and employee performance at PT Penerbit Erlangga Samarinda Branch. The assessment includes convergent validity, discriminant validity, and construct reliability.

Convergent Validity

Convergent validity assesses the extent to which indicators of a construct are correlated and capable of representing the same latent variable. This is evaluated through the outer loading

values, where a threshold of ≥ 0.70 indicates strong validity, while values between 0.50–0.70 are still acceptable in exploratory research.

Table 1. Outer Loading

Indikator	Stres Kerja	Penghargaan	Hukuman	Kinerja Karyawan
SK1	0.683			
SK2	0.622			
SK3	0.582			
SK4	0.768			
SK5	0.445			
SK6	0.639			
SK7	0.543			
SK8	0.662			
SK9	0.541			
SK10	0.675			
SK11	0.621			
SK12	0.674			
SK13	0.721			
P1		0.665		
P2		0.616		
P3		0.623		
P4		0.591		
P5		0.612		
P6		0.594		
P7		0.547		
P8		0.681		
P9		0.723		
P10		0.507		
H1			0.843	
H2			0.805	
H3			0.771	
H4			0.795	
H5			0.837	
KK1				0.616
KK2				0.695
KK3				0.540
KK4				0.676
KK5				0.478

Sumber: Data Primer Diolah

Based on Table 4.12, most indicators have outer loading values above 0.50, indicating acceptable convergent validity. Although several indicators fall below 0.70, they are still retained due to their theoretical relevance and the exploratory nature of the study. Thus, the constructs can be considered adequately valid.

Discriminant Validity

Discriminant validity ensures that each construct is empirically distinct from others. This study uses cross loading analysis, where each indicator should have a higher loading on its respective construct than on other constructs.

Table 2. Cross Loading

Indikator	STRESS KERJA	PENGHARGAAN	HUKUMAN	KINERJA KARYAWAN
SK1	0.683	0.102	-0.035	0.279
SK2	0.622	0.064	-0.123	0.213
SK3	0.582	0.165	-0.041	0.290
SK4	0.768	0.071	-0.026	0.314
SK5	0.445	-0.127	0.016	0.138
SK6	0.639	0.010	0.028	0.169
SK7	0.543	-0.093	-0.141	0.063
SK8	0.662	0.077	0.084	0.248
SK9	0.541	0.040	-0.066	0.113
SK10	0.675	-0.092	-0.071	0.142
SK11	0.621	0.034	-0.063	0.103
SK12	0.674	0.036	-0.094	0.287
SK13	0.721	0.046	-0.198	0.140
P1	0.108	0.665	0.138	0.243
P2	-0.017	0.616	-0.070	0.184
P3	0.033	0.623	-0.067	0.163
P4	0.080	0.591	-0.071	0.082
P5	0.141	0.612	-0.121	0.258
P6	0.005	0.594	-0.071	0.118
P7	0.026	0.547	-0.074	0.195
P8	0.097	0.681	-0.085	0.175
P9	-0.025	0.723	-0.063	0.282
P10	-0.014	0.507	0.033	0.104
H1	-0.095	0.040	0.843	0.317
H2	-0.007	-0.058	0.805	0.249
H3	-0.006	-0.036	0.771	0.224
H4	-0.087	-0.151	0.795	0.297
H5	-0.071	-0.079	0.837	0.340
KK1	0.266	0.347	0.117	0.616
KK2	0.182	0.262	0.319	0.695
KK3	0.218	0.027	0.248	0.540
KK4	0.210	0.093	0.245	0.676
KK5	0.188	0.178	0.152	0.478

Sumber: Data Primer Diolah

The results indicate that all indicators have higher loadings on their respective constructs compared to others, confirming that discriminant validity is achieved.

Reliability Test

Reliability testing evaluates the internal consistency of each construct using Cronbach's Alpha and Composite Reliability.

Table 3. Reliability

Variabel	Cronbach's Alpha	Composite Reliability (pa)	Composite Reliability (pc)
Stress Kerja (SK)	0.878	0.889	0.896
Penghargaan (P)	0.825	0.834	0.860
Hukuman (H)	0.871	0.883	0.906
Kinerja Karyawan	0.566	0.578	0.741

(KK)

Sumber: Data Primer Diolah

The results show that the constructs of job stress, reward, and punishment have Cronbach's Alpha and Composite Reliability values above 0.70, indicating strong reliability. Although employee performance has a Cronbach's Alpha below 0.70, its Composite Reliability exceeds 0.70, suggesting that the construct remains acceptable in exploratory research. Therefore, all constructs are considered reliable and suitable for further analysis.

Structural Model Evaluation (Inner Model)

The structural model (inner model) evaluation aims to examine the relationships between latent variables and assess the predictive capability of the model. This evaluation includes the coefficient of determination (R^2), effect size (f^2), and path coefficient analysis obtained through the bootstrapping procedure using SmartPLS. The analysis was conducted on employees of PT Penerbit Erlangga Samarinda Branch.

Coefficient of Determination (R^2)**Table 4. R-Square (R^2)**

Endogenous Variable	R-Square	R-Square Adjusted
Employee Performance (KK)	0.374	0.354

Source: Processed Primary Data

The R^2 value of 0.374 indicates that job stress, reward, and punishment collectively explain 37.4% of the variance in employee performance, while the remaining 62.6% is influenced by other variables not included in this model. Furthermore, the adjusted R^2 value of 0.354 confirms that the model maintains a moderate level of explanatory power after adjustment for the number of predictors. Thus, the structural model demonstrates sufficient predictive relevance and is appropriate for further hypothesis testing.

Effect Size (f^2)**Table 5. F-Square (Effect Size)**

Exogenous Variable	Endogenous Variable (KK)	f^2 Value	Effect Category	Size
Punishment (H)	Employee Performance	0.262	Moderate	
Reward (P)	Employee Performance	0.166	Moderate	
Job Stress (SK)	Employee Performance	0.198	Moderate	

Source: Processed Primary Data

The effect size analysis reveals that punishment has the largest contribution to employee performance with an f^2 value of 0.262, followed by job stress (0.198) and reward (0.166). All variables fall within the moderate effect size category, indicating that each exogenous construct has a meaningful and substantive contribution to the endogenous variable, although none exhibits a strong or dominant effect.

Path Coefficient Analysis**Table 6. Path Coefficients**

Variables	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values	Interpretation
SK → KK	0.354	0.375	0.071	4.979	0.000	Positive and Significant
P → KK	0.324	0.343	0.087	3.742	0.000	Positive and Significant
H → KK	0.407	0.407	0.071	5.690	0.000	Positive and Significant

Source: Processed Primary Data

The path coefficient results indicate that all hypothesized relationships are positive and statistically significant. Job stress has a positive coefficient of 0.354, suggesting that properly

managed stress can enhance employee performance. Reward also demonstrates a positive effect (0.324), implying that recognition and incentives contribute to improved performance outcomes. Notably, punishment exhibits the strongest influence (0.407), indicating that consistent and well-implemented disciplinary measures play a critical role in shaping employee performance within the organization.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping method in SmartPLS, with significance determined based on t-statistics greater than 1.96 and p-values less than 0.05 at a 95% confidence level. The results show that job stress significantly influences employee performance ($t = 4.979$; $p = 0.000$), reward significantly influences employee performance ($t = 3.742$; $p = 0.000$), and punishment has the strongest significant effect on employee performance ($t = 5.690$; $p = 0.000$). These findings indicate that all proposed hypotheses are supported.

Overall, the results demonstrate that job stress, reward, and punishment simultaneously and partially influence employee performance, with punishment emerging as the most dominant factor. This suggests that organizational control mechanisms, when applied appropriately, can play a crucial role in improving employee productivity, alongside motivational factors such as reward and controlled levels of job stress.

Discussion

The Effect of Job Stress on Employee Performance at PT Penerbit Erlangga Samarinda Branch

The findings of this study indicate that job stress has a positive and significant effect on employee performance. In the organizational context, job stress arises from high work demands, tight deadlines, performance targets, and responsibilities related to maintaining service quality and distribution processes in the publishing industry. These conditions can influence employees' concentration, emotional stability, and overall work effectiveness. However, the positive direction of the relationship suggests that stress, when maintained at an optimal level, can function as a motivating factor that encourages employees to perform better.

This result is consistent with the study by Mardiani and Khamdanah (2022), which found that job stress significantly affects employee performance. From a theoretical perspective, Wu et al. (2023) explain that job stress is closely related to employees' psychological conditions, which in turn influence their ability to perform tasks effectively. Moderate levels of stress may stimulate alertness and productivity, whereas excessive stress may lead to burnout and decreased performance.

Therefore, it can be argued that the management of job stress is a critical factor in maintaining employee performance. PT Penerbit Erlangga Samarinda Branch should implement effective stress management strategies, such as workload balancing, clear communication, and the creation of a supportive work environment. Proper stress management will ensure that stress remains within an optimal range that enhances, rather than hinders, employee performance.

The Effect of Reward on Employee Performance at PT Penerbit Erlangga Samarinda Branch

The results show that reward has a positive and significant effect on employee performance. Rewards serve as a form of recognition for employees' contributions and achievements, thereby increasing their motivation and encouraging better performance outcomes. Employees who perceive that their efforts are appreciated are more likely to demonstrate higher levels of commitment and productivity.

This finding aligns with the research conducted by Pratama and Handayani (2022), which concluded that reward systems have a positive influence on employee performance. In addition, Hussain et al. (2019) emphasize that rewards function as incentives that reinforce desired behaviors and contribute to the development of a positive organizational climate. Rewards may take various forms, including financial incentives, recognition, career development opportunities,

and non-monetary appreciation.

From an analytical perspective, the effectiveness of rewards depends not only on their existence but also on their fairness, transparency, and consistency. Therefore, it is argued that PT Penerbit Erlangga Samarinda Branch should strengthen its reward system by ensuring equitable distribution and clear criteria. A well-structured reward system can serve as a strategic tool to sustain employee motivation and improve performance in the long term.

The Effect of Punishment on Employee Performance at PT Penerbit Erlangga Samarinda Branch

The findings reveal that punishment has a positive and significant effect on employee performance and represents the strongest influencing factor among the independent variables. Punishment functions as a control mechanism to enforce discipline and ensure compliance with organizational rules and standards. When implemented appropriately, punishment can guide employees toward improved behavior and performance.

This result is supported by the study of Adittio & Wediyanto (2023), which found that punishment significantly influences employee performance. Similarly, Gunawan et al. (2023) argue that punishment, as a form of negative reinforcement, can serve as a motivational tool when applied wisely. It not only discourages undesirable behavior but also promotes accountability and responsibility among employees.

However, the effectiveness of punishment depends heavily on its implementation. Excessive or inconsistent punishment may lead to fear, dissatisfaction, and decreased morale, which can ultimately harm performance. Therefore, it is argued that PT Penerbit Erlangga Samarinda Branch should apply punishment in a fair, proportional, and educative manner. When aligned with organizational values and supported by clear regulations, punishment can contribute to the creation of a disciplined, professional, and high-performing work environment

CONCLUSION

Based on the results and discussion of the study on the effects of job stress, reward, and punishment on employee performance at PT Penerbit Erlangga Samarinda Branch, several key conclusions can be drawn. First, job stress has a positive and significant effect on employee performance, indicating that stress, when maintained at an optimal level, can enhance employees' focus and productivity; however, poorly managed stress has the potential to reduce work effectiveness and performance quality. Second, reward has a positive and significant effect on employee performance, demonstrating that fair and appropriate recognition—both financial and non-financial—plays a crucial role in increasing motivation and encouraging employees to achieve higher performance outcomes. Third, punishment also has a positive and significant effect and represents the strongest influencing factor, suggesting that properly implemented disciplinary measures can improve employee discipline, responsibility, and overall performance. Overall, this study confirms that job stress, reward, and punishment simultaneously and partially influence employee performance, highlighting the importance of balanced human resource management practices in improving organizational effectiveness

REFERENCES

- Adittio Putra, O., & Wediyanto, E. (2023). Pengaruh Rewardss and Punishment Terhadap Kinerja Karyawan PT. Bank Rakyat Indonesia Tbk. Kantor Cabang Bengkulu. *Jurnal Ekonomi Manajemen Akuntansi Keuangan Bisnis Digital*, 2(2), 99–110. <https://doi.org/10.58222/jemakbd.v2i2.266>

- Alefari, M., Almani, M., & Salonitis, K. (2020). A system dynamics model of employees' performance. *Sustainability (Switzerland)*, 12(16). DOI: 10.3390/su12166511
- Amaliah, N., Haeruddin, I., Natsir, U., Sahabuddin, R., & Muhammad, A. F. (2023). Pengaruh Stres Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pt Japfa Kota Makassar. *YUME : Journal of Management*, 6, 241. DOI: 10.37531/yum.v6i1.3546
- Anshori, M., & Iswati, S. (2019). *Metodologi penelitian kuantitatif: edisi 1*. Airlangga University Press.
- Asamani, L., Acquah-Coleman, R., William, ., Senayah, K., & Oppong, S. (2025). Interactive roles of resource availability, role clarity and employee motivation in enhancing organisational effectiveness through employee performance and job satisfaction. *Discover Psychology* 5, 12. <https://doi.org/10.1007/s44202-025-00333-8>
- Aslan, M., Sönmez, S., & Deniz, M. (2025). Leadership styles and work stress: the role of workplace climate and feelings of entrapment. *Current Psychology*. 1-14. <https://doi.org/10.1007/s12144-025-07656-8>
- Atrian, A., & Ghobbeh, S. (2023). Technostress and job performance: Understanding the negative impacts and strategic responses in the workplace. *arXiv preprint arXiv:2311.70-72*.
- Chandrayanti, T., & Yulianty, S. (2025). Pengaruh Disiplin Kerja, Penghargaan (Reward) Dan Hukuman (Punishment) Terhadap Kinerja Karyawan Beauty Licious. *Ekasakti Matua Jurnal Manajemen*, 3(2), 124-135. <https://doi.org/10.31933/emjm.v3i2.1257>
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences (2nd ed.)*. Lawrence Erlbaum Associates, Publishers.
- Danish, R. Q., & Usman, A. (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan, *International Journal of Business and Management* 5(2) DOI:10.5539/ijbm.v5n2p159
- Diawati, P., Noorsyafira, N., Sugesti, H., & Ismail, H. (2024). PENGARUH REWARD DAN PUNISHMENT TERHADAP KINERJA KARYAWAN PADA PT POS INDONESIA (PERSERO) KOTA PADANG. *LAND JOURNAL*, 5(2), 396–403. <https://doi.org/10.47491/landjournal.v5i2.3668>
- Figueiredo, E., Margaça, C., García, J. C. S., & Ribeiro, C. (2025). The Contribution of Reward Systems in the Work Context: A Systematic Review of the Literature and Directions for Future Research. *Journal of the Knowledge Economy*, 1-35. DOI: 10.1007/s13132-024-02492-w
- Ghozali, I. (2018). *Aplikasi analisis multivariete dengan program IBM SPSS 23*.
- Gunawan, A., Sopandi, E., Salsabila, M., Pangestu, M. I., Assifah, R., Manajemen, J., Ekonomi, F., & Pelita Bangsa, U. (2023). Pengaruh Reward dan Punishment Terhadap Kinerja Karyawan PT. Bintang Toedjoe Cikarang. *J. Manaj*, 11(1), 1–9. <https://doi.org/10.36546/jm.v11i1.862>
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Evaluation of reflective measurement models. In *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook (pp. 75-90)*. Cham: Springer International Publishing.
- Hussain, S. D., Khaliq, Dr. A., Nisar, Q. A., Kamboh, A. Z., & Ali, S. (2019). Impact of Employees' Recognition, Rewards and Job Stress on Job Performance. *SEISENSE Journal of Management*, 2(2), 69–82. DOI: 10.33215/sjom.v2i2.121
- Ikatan Penerbit Indonesia. (2023). *Riset Industri Penerbitan*. IKAPI.ORG.
- J. Anitha. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. DOI: 10.1108/IJPPM-01-2013-0008

- Malik, M., Akhtar, T., & Aiwan, A. (2024). Impact of Work Discipline on Organizational Performance: The Moderating Role of Organizational Culture in Pakistan. *Contemporary Issues in Social Sciences and Management Practices*, 3, 313–323. DOI: 10.61503/cissmp.v3i2.194
- Mardiani, I. N., & Khamdanah, N. (2022). Pengaruh stres kerja dan beban kerja terhadap kinerja karyawan. *Eqien-Jurnal Ekonomi dan Bisnis*, 11(03), 741-749. <https://doi.org/10.34308/eqien.v11i03.1109>
- Muis, M., Wahyu, A., Mallapiang, F., Darwis, A. M., Thamrin, Y., & Rezkih, N. (2021). The determinant of work stress on bank employees in Makassar, Indonesia. *Gaceta Sanitaria*, 35, S428–S431. DOI: 10.1016/j.gaceta.2021.10.068
- Parker, D. E., & DeCotiis, T. A. (1983). Organizational Determinants of Job Stress. *Organizational Behavior and Human Performance*, 32, 160–177.
- Perpustakaan Nasional Republik Indonesia. (2023). Statistik ISBN. Perpusnas.Go.Id.
- Podsakoff, P. M., Todor, W. D., Grover, R. A., & Huber, V. L. (1984). Situational Moderators of Leader Reward and Punishment Behaviors: Fact or Fiction? *Organizational Behavior and Human Performance*, 34, 21–63. [https://doi.org/10.1016/0030-5073\(84\)90036-9](https://doi.org/10.1016/0030-5073(84)90036-9).
- Robbins, P. S. (2006). Perilaku Organisasi. In B. Molan (Ed.), *Organizational Behavior* (10th Edition). Erlangga.
- Robbins, S. P., & Judge, T. A. (2016). *Organizational Behavior*. Salemba Empat 16/E.
- Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of Work Stress and Job Burnout on Turnover Intentions among Hotel Employees. *International Journal of Environmental Research and Public Health*, 19(15). <https://doi.org/10.3390/ijerph19159724>
- Suciati, I., Badar, M., & Aprianti, K. (2025). Pengaruh Pemberian Reward Dan Punnishment Terhadap Kinerja Karyawan Promotor Realme Sepulau Sumbawa. *Jurnal PenKoMi: Kajian Pendidikan dan Ekonomi*, 8(1), 35-40. <https://doi.org/10.33627/pk.v8i1.2341>
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: CV Alfabeta.
- Susanto, B. (2016). Total Quality Management, Sistem Pengukuran Kinerja, Penghargaan dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jurnal Analisis Bisnis Ekonomi*, 14(1), 76–83.
- Tahiri, A., Kovaci, I., Dimoska, T., & Meha, A. (2022). Impact Of Motivation on Employee Performance in The Hospitality Industry. *Quality - Access to Success*, 23(187), 58–64. <https://doi.org/10.47750/qas/23.187.07>
- Treviño, L. K., & Weaver, G. R. (2010). Advances in research on punishment in organizations: Descriptive and normative perspectives. In *Managerial ethics: Managing the psychology of morality*. (pp. 177–204). Routledge/Taylor & Francis Group.
- Wahyuningtyas, W., Utomo, H. J. N., & Soeprapto, A. (2018). PENGARUH REWARD, PUNISHMENT, STRES KERJA, DAN KEMAMPUAN KERJA TERHADAP KINERJA KARYAWAN (Studi PT. Kereta Api Indonesia (Persero) Daop 6 Yogyakarta). *Jurnal Administrasi Bisnis (JABis)*, 16(2), 49. <https://doi.org/10.31315/jurnaladmbisnis.v16i2.3454>
- Wu, Q., Cao, H., & Du, H. (2023). Work Stress, Work-Related Rumination, and Depressive Symptoms in University Teachers: Buffering Effect of Self-Compassion. *Psychology Research and Behavior Management*, 16, 1557–1569. <https://doi.org/10.2147/PRBM.S403744>
- Yani, A. S. ., & Whardana, A. D. E. . (2025). Pengaruh Implementasi Penghargaan dan Pengakuan terhadap Kinerja Karyawan pada PT Jasa Peralatan Pelabuhan Indonesia. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*, 8(4), 3840-3844. <https://doi.org/10.54371/jiip.v8i4.7605>