The Influence of Work Discipline and Reward and Punishment on Employee Performance at PT United Equipment Indonesia with Job Satisfaction as a Mediating Variable

Pengaruh Disiplin Kerja serta Pemberian Penghargaan dan Sanksi terhadap Kinerja Karyawan PT United Equipment Indonesia melalui Kepuasan Kerja sebagai Variabel Mediasi

Julia Permata Sari[a*], Laura Lahindah[b]
Sekolah Tinggi Ilmu Ekonomi Harapan Bangsa[a,b]
juliaprmstr@gmail.com[a*]

ABSTRACT

This study investigates the influence of work discipline and reward and punishment on employee performance at PT United Equipment Indonesia, with job satisfaction serving as a mediating variable. Employing a causal-comparative and associative research design, the study uses a quantitative explanatory approach. Data were collected through a structured questionnaire distributed to employees using simple random sampling, and analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach via SmartPLS software. The findings reveal that both work discipline and reward and punishment have a significant positive effect on job satisfaction and employee performance. Additionally, job satisfaction significantly contributes to enhancing employee performance. Mediation analysis confirms that job satisfaction plays a significant mediating role in the relationship between the independent variables and employee performance. These results highlight the importance of implementing effective disciplinary measures and balanced reward-punishment systems to foster employee satisfaction and improve overall organizational performance.
Keywords: *Work Discipline, Reward and Punishment, Job Satisfaction, Employee Performance*

ABSTRAK
Penelitian ini mengkaji pengaruh disiplin kerja serta pemberian reward dan punishment terhadap kinerja karyawan di PT United Equipment Indonesia, dengan kepuasan kerja sebagai variabel mediasi. Penelitian ini menggunakan desain penelitian kausal-komparatif dan asosiatif dengan pendekatan kuantitatif eksplanatori. Data dikumpulkan melalui kuesioner terstruktur yang dibagikan kepada karyawan menggunakan teknik simple random sampling, dan dianalisis dengan metode Structural Equation Modeling (SEM) menggunakan pendekatan Partial Least Squares (PLS) melalui perangkat lunak SmartPLS. Hasil penelitian menunjukkan bahwa disiplin kerja serta reward dan punishment berpengaruh positif signifikan terhadap kepuasan kerja dan kinerja karyawan. Selain itu, kepuasan kerja juga memberikan kontribusi signifikan dalam meningkatkan kinerja karyawan. Analisis mediasi mengonfirmasi bahwa kepuasan kerja berperan sebagai variabel mediasi yang signifikan dalam hubungan antara variabel independen dengan kinerja karyawan. Temuan ini menegaskan pentingnya penerapan disiplin kerja yang efektif serta sistem reward dan punishment yang seimbang untuk mendorong kepuasan karyawan dan meningkatkan kinerja organisasi secara keseluruhan.
Kata kunci: Disiplin Kerja, Reward dan Punishment, Kepuasan Kerja, Kinerja Karyawan

1. Introduction

Human resources (HR) are among the most critical assets within an organization, as they play a central role in mobilizing other resources and determining organizational effectiveness and success. Maintaining the quality of human resources has become a top priority for companies in enhancing employee performance to achieve strategic objectives (Dessler, 2023). Optimal HR management goes beyond recruitment and selection; it also involves the enforcement of strict work discipline and the implementation of an effective reward and punishment system to encourage employee productivity and motivation. Employees who adhere to high disciplinary standards and receive fair rewards and sanctions are more likely to contribute positively to organizational performance. Organizations must instill a culture of discipline while applying reward and punishment systems that elevate work motivation (Noe et al., 2019).

Furthermore, job satisfaction plays a crucial role in sustaining productivity, as employees who feel appreciated and work in a fair environment tend to report higher satisfaction levels, which ultimately enhance both individual and organizational performance (Robbins, 2024). To ensure effective HR management, companies must establish clear policies and procedures related to work discipline and fair mechanisms for administering rewards and sanctions. Providing constructive feedback and continuous career development opportunities also contributes to increased employee satisfaction and loyalty (Armstrong & Taylor, 2023). Therefore, well-managed HR practices anchored in disciplined work behavior and equitable reward systems significantly support improved productivity, operational efficiency, and overall organizational performance.

PT United Equipment Indonesia, widely known as UNIQUIP, was established in 2005 with the goal of becoming a leading player in Indonesia's heavy equipment industry. Since its inception, the company has successfully realized this objective by offering a comprehensive range of services, including equipment sales, spare parts supply, and technical support. UNIQUIP is supported by a team of highly experienced professionals with deep expertise in their respective fields, committed to delivering superior service to clients across the country. Recognized as one of the foremost heavy equipment dealers in Indonesia, UNIQUIP offers various products such as excavators, bulldozers, cranes, and other machinery from leading global manufacturers. The company is dedicated to providing the latest and most advanced equipment to meet customer needs, complemented by a robust after-sales service to ensure optimal equipment performance. This combination of high-quality products and exceptional customer support has positioned UNIQUIP as a preferred choice for heavy equipment solutions in Indonesia.

Performance is the result of work achieved by individuals or groups within an organization in accordance with assigned responsibilities, roles, and established standards. According to Mangkunegara (2019), employee performance refers to the quality and quantity of work accomplished by an employee in fulfilling their duties. Several factors influence employee performance, including work discipline, the application of reward and punishment systems, and job satisfaction. Robbins (2024) defines performance as the level of task accomplishment that reflects an individual's effectiveness and efficiency at work. In this view, performance is not only measured by outcomes but also by how optimally tasks are carried out to support organizational goals. Effective human resource management

strategies are essential to consistently improve employee performance. Based on preliminary observations, employee performance at PT United Equipment Indonesia has experienced a significant decline, potentially affecting the company's overall productivity. This decline is evident in three key performance indicators: sales productivity, technician response time, and employee engagement levels.

Another factor suspected to contribute to the decline in employee performance is work discipline, which reflects employees' adherence to company rules, procedures, and standards crucial elements in maintaining productivity and efficiency. A lack of discipline, such as frequent tardiness, unexplained absences, non-compliance with dress codes, and disregard for responsibilities, can disrupt operational flow and reduce work quality. Luthans (2021) emphasizes that high work discipline marked by punctuality, rule compliance, and task commitment enhances motivation and performance, while poor discipline leads to workplace disorganization, reduced team effectiveness, and lower job satisfaction. Preliminary observations at PT United Equipment Indonesia reveal a significant decline in employee discipline, indicated by increased lateness, absenteeism, dress code violations, written warnings, incentive deductions, and rising disciplinary actions factors that collectively threaten organizational productivity and morale, thus requiring immediate evaluation and corrective measures.

Another factor suspected of contributing to the decline in employee performance is the implementation of the reward and punishment system. This system, which involves providing rewards for achievements and sanctions for misconduct, is designed to motivate employees toward optimal performance. Rewards serve as recognition for employees' contributions, while punishments are enforced to uphold discipline and correct behavior that does not align with company standards. According to Colquitt et al. (2021), fair and consistent application of rewards and punishments can enhance employee performance, as employees who feel appreciated are generally more motivated, and clear sanctions help prevent rule violations. However, imbalance or inconsistency in administering these mechanisms may lead to dissatisfaction, demotivation, and a decline in both individual and team performance. Based on preliminary observations, the reward and punishment system at PT United Equipment Indonesia has shown a decline in reward distribution and an increase in sanctions, which could indirectly reduce employee motivation and hinder overall performance.

The decline in employee performance is also suspected to be influenced by low levels of job satisfaction. Job satisfaction refers to the extent to which employees feel content or discontent with their work, encompassing aspects such as compensation, interpersonal relationships, and opportunities for self-development. Employees who are dissatisfied tend to exhibit lower motivation, which ultimately affects their overall performance. Gary Dessler (2023) emphasizes that job satisfaction has a direct correlation with employee productivity those who are satisfied with their jobs tend to be more motivated and perform better. Conversely, dissatisfaction often leads to reduced motivation, engagement, and effectiveness in completing tasks, thereby negatively impacting the organization's overall performance. Based on preliminary observations and supported by historical data over the past five years, job satisfaction levels at PT United Equipment Indonesia have shown a consistent downward trend across multiple indicators.

Based on the aforementioned background, the researcher conducted a study entitled "The Influence of Work Discipline and Reward and Punishment on Employee Performance at PT United Equipment Indonesia with Job Satisfaction as a Mediating Variable."

2. Literature Review

Employee performance is defined as the result of the interaction between individual abilities, the effort exerted, and organizational support, reflecting the actual contribution of an individual toward achieving organizational goals (Stephen P. Robbins, 2024). It encompasses work behaviors exhibited by individuals in fulfilling their roles and responsibilities, as well as the measurable outcomes aligned with established organizational standards (Armstrong & Taylor, 2023). Performance represents the output resulting from actions taken by employees under specific working conditions and is typically assessed through both behavioral indicators and work results (Gibson et al., 2018). According to Mangkunegara (2019), employee performance refers to the quality and quantity of work achieved by an individual in carrying out their duties responsibly. Performance evaluations, which involve assessing individual productivity and achievement against predetermined criteria and organizational goals, are commonly used to measure performance (Ardian et al., 2023), often including metrics such as attendance, work quality and quantity, discipline, and teamwork (Maryana et al., 2017).

Work discipline is defined as an employee's awareness and willingness to comply with all organizational rules and prevailing social norms (Hasibuan, 2020). Good discipline is reflected in punctual attendance, obedience to superiors' instructions, and the orderly execution of tasks in line with organizational standards. Rivai (2018) views discipline as a managerial tool used to communicate expectations to employees, encouraging behavioral adjustments while fostering awareness and compliance with institutional norms and regulations. Siagian (2019) adds that discipline involves respecting, valuing, and obeying both written and unwritten rules, coupled with a strong sense of responsibility in their execution. Similarly, Sutrisno (2020) defines work discipline as a form of self-control and acknowledgment of the rules governing an organization, representing the employee's commitment to fulfilling duties in accordance with expectations. It entails compliance with workplace policies and reflects a vital element that directly influences productivity and job performance (Salsabilla et al., 2022). Proper discipline ensures that tasks are completed efficiently and effectively, thus contributing significantly to the overall success of the organization (Oktari & Suhardi, 2021).

According to Luthans (2021), reward is a system used to recognize employees' achievements and contributions toward organizational goals. Rewards may take financial forms such as salary, bonuses, and benefits or non-financial forms, including recognition, appreciation, or promotions. The distribution of rewards involves the management of money, goods, or services received by employees in return for their performance. A well-structured reward system is critical to stable business operations, high performance, and the achievement of strategic goals (Došenović, 2016). In this regard, Bon (2019b) emphasized that an effective reward system significantly boosts employee motivation and organizational success by maintaining commitment and enthusiasm for work. On the other hand, punishment, as defined by Stephen P. Robbins (2024), serves as a control mechanism aimed

at correcting behaviors that deviate from organizational standards. However, Robbins also cautioned that punishment must be applied fairly and judiciously to avoid negative consequences on employee morale and performance. In the workplace, punishment refers to consequences imposed on employees who fail to meet performance standards or violate company policies. As highlighted by Alimudin et al. (2020), punishment affects employees' psychological states and can influence their discipline and conduct. When administered fairly and objectively, punishment can improve discipline and foster a stable work environment, whereas subjective or poorly managed punishment may harm employee performance and organizational harmony (Cai et al., 2023).

Job satisfaction is a positive emotional attitude that arises from an individual's perception of how well their job meets important personal values (Luthans, 2021). It reflects a favorable emotional state resulting from the evaluation of job characteristics (Stephen P. Robbins, 2024). According to Hasibuan (2020), job satisfaction is a pleasant emotional attitude and affection toward one's current job, manifested in high work morale, discipline, and performance. Similarly, Handoko (2020) describes it as an emotional state either pleasant or unpleasant that employees experience in relation to their work. Job satisfaction is a multifaceted construct representing employees' positive feelings toward both their job and the associated work environment. It indicates the extent to which individuals like or dislike their work and is essentially shaped by their subjective assessments of various job aspects. As noted by Santhoshkumar et al. (2019), job satisfaction can be viewed as a global affective reaction encompassing emotional, cognitive, and behavioral components. Satisfied employees tend to be more motivated and productive, ultimately contributing to overall organizational success (Al-Shammari, 2021).

3. Research Methods

This study employs a quantitative approach with a causal-comparative and explanatory research design, aiming to examine the influence of Work Discipline and Reward and Punishment on Employee Performance, with Job Satisfaction as a mediating variable. The research was conducted as a field study at PT United Equipment Indonesia, involving respondents from operational and administrative units. Data were collected using a closed-ended questionnaire based on a five-point Likert scale to measure respondents' perceptions of each research variable. The target population consisted of 300 employees, and the sampling technique used was simple random sampling to ensure equal selection probability and minimize bias. The sample size was determined based on the recommendation of Hair et al. (2022), which suggests a minimum of five times the number of indicators; thus, with 32 indicators, the study required a minimum of 160 respondents. Data analysis was performed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS software, as this method allows for the simultaneous evaluation of the measurement model and structural model, and is suitable for non-normally distributed data and complex model structures.

4. Result and Discussion

According to Hair et al. (2022), outer model evaluation in PLS-SEM focuses on testing the validity and reliability of the constructs before proceeding to structural analysis. A model is considered valid and reliable if it meets the established thresholds for indicator loadings, construct correlations, and internal consistency. In this study, all constructs fulfilled the required criteria, confirming that the measurement model is both statistically sound and suitable for further analysis.
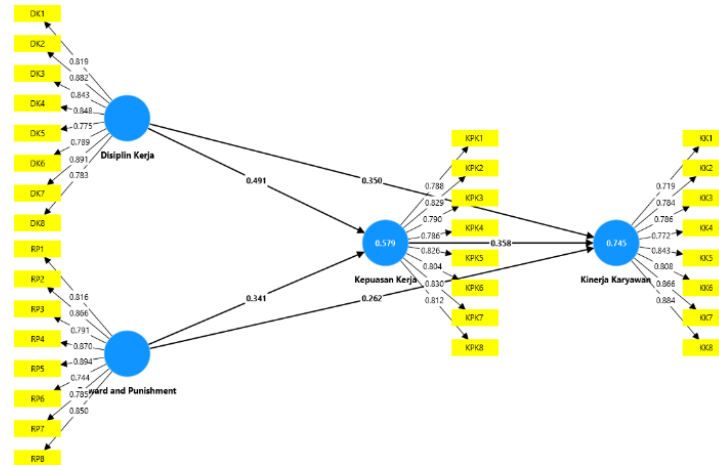

Figure 1. Outer Model
Source: Processed data (2025)

The following table presents the results of the construct reliability and validity assessment, which includes Cronbach's Alpha, rho_A, Composite Reliability (rho_C), and Average Variance Extracted (AVE) for each research variable. These indicators are used to evaluate the internal consistency and convergent validity of the constructs. Based on the values obtained, all variables Work Discipline, Job Satisfaction, Employee Performance, and Reward and Punishment demonstrate strong reliability and validity, as reflected by Cronbach's Alpha and Composite Reliability values exceeding the minimum threshold of 0.70, and AVE values above 0.50. This confirms that the measurement model is statistically robust and appropriate for further structural analysis.

Table 1. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Work Discipline	0,935	0,937	0,946	0,688
Job Satisfaction	0,924	0,925	0,938	0,686
Employee Performance	0,924	0,924	0,938	0,653
Rewards and Punishment	0,934	0,936	0,946	0,655

Source: Processed data (2025)

Table 1 illustrates the construct reliability and validity results for all research variables, including Work Discipline, Job Satisfaction, Employee Performance, and Rewards and Punishment. The Cronbach's Alpha values for all constructs exceed 0.90, indicating excellent internal consistency. Similarly, the composite reliability (rho_A and rho_C) values are all above the acceptable threshold of 0.70, confirming that each construct is measured reliably. Furthermore, the AVE values for all variables surpass 0.50, which signifies adequate convergent validity. These results suggest that the measurement model meets the required standards for reliability and validity, ensuring that the constructs are both internally consistent and conceptually sound for further structural analysis.

Discriminant validity in this study was assessed using the Fornell-Larcker criterion, which states that a construct achieves discriminant validity if the square root of its Average Variance Extracted (AVE) is greater than its correlation with other constructs.

Table 2. Discriminant Validity

	Work Discipline	Job Satisfaction	Employee Performance	Rewards and Punishment
Work Discipline	0,830			
Job Satisfaction	0,717	0,808		
Employee Performance	0,779	0,783	0,809	
Rewards and Punishment	0,660	0,666	0,731	0,828

Source: Processed data (2025)

Based on the results, all constructs meet this requirement, indicating that each construct is empirically distinct from the others. This confirms that the indicators used effectively measure their respective latent variables without significant overlap, thus validating the uniqueness of each construct within the research model.

According to Hair et al. (2022), the inner model evaluation focuses on analyzing the structural relationships between latent variables to assess the model's explanatory power and predictive relevance. In this study, the inner model results confirm that the exogenous variables have a significant impact on the endogenous variables, in line with the formulated hypotheses. The strength and direction of the path coefficients support the theoretical framework, indicating that the model is capable of explaining the variance in the dependent constructs. Furthermore, the identification of specific indirect effects strengthens the model's ability to capture both direct and mediated influences, thus validating its effectiveness in theory testing and practical application.
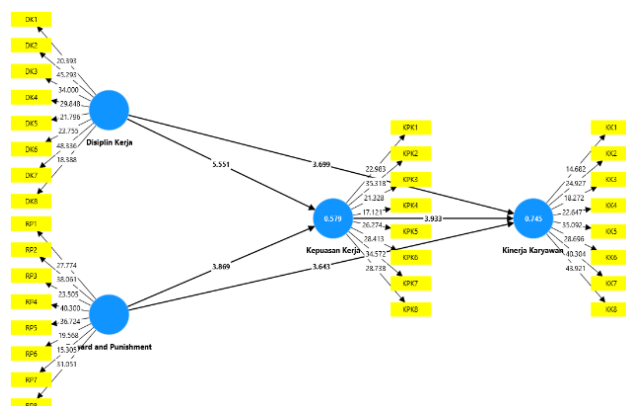
Figure 2. Inner Model
Source: Processed data (2025)

According to Hair et al. (2022), the coefficient of determination (R Square or R^2) serves as a key indicator to measure the proportion of variance in the endogenous (dependent) variable that is explained by the exogenous (independent) variables in a structural model. R^2 values range from 0 to 1, where higher values indicate stronger explanatory power of the model. Conventionally, an R^2 value of 0.75 is considered substantial, 0.50 is moderate, and 0.25 is weak. In PLS-SEM research, R^2 is a critical criterion in assessing the predictive capability and quality of the structural model, reflecting how well the theoretical constructs account for empirical data variation.

Table 3. R Square

	R Square	R Square Adjusted
Job Satisfaction	0,579	0,574
Employee Performance	0,745	0,740

Source: Processed data (2025)

Based on the analysis results, the variable Job Satisfaction has an R^2 value of 0.579, which falls within the moderate category, indicating that 57.9% of the variance in Job Satisfaction can be explained by the independent variables in the model. Meanwhile, the Employee Performance variable shows a strong R^2 value of 0.745, suggesting that 74.5% of the variation in Employee Performance is accounted for by its influencing constructs. Additionally, the adjusted R-square values obtained are 0.574 for Job Satisfaction and 0.740 for Employee Performance, reflecting the stability of the determination coefficients after adjusting for the number of predictors. These findings suggest that the model demonstrates good predictive strength, particularly in explaining variations in Employee Performance.

F^2 (effect size) is used to assess the contribution of each independent variable to the dependent variable within the model (Hair et al., 2022). The magnitude of the f^2 value indicates how much change occurs in the dependent construct when an independent variable is included or excluded from the model. Effect sizes are categorized as small (0.02), medium (0.15), and large (0.35). Therefore, f^2 provides important insight into the relative impact of each construct, helping to determine which variables exert meaningful influence within the structural model.

Table 4. F Square

	Work Discipline	Job Satisfaction	Employee Performance	Rewards and Punishment
Work Discipline		0,324	0,205	
Job Satisfaction			0,211	
Employee Performance				
Rewards and Punishment		0,156	0,131	

Source: Processed data (2025)

Based on the analysis results, the f^2 value between Work Discipline and Job Satisfaction is 0.324, which falls into the large effect category. The influence of Work Discipline on Employee Performance has an f^2 value of 0.205, categorized as medium. Meanwhile, the relationship between Job Satisfaction and Employee Performance shows an f^2 value of 0.211, also considered medium. The variable Reward and Punishment contributes an f^2 value of 0.156 toward Job Satisfaction (medium) and 0.131 toward Employee Performance (small). Thus, the greatest contribution in this model comes from Work Discipline on Job Satisfaction, while the influence of Reward and Punishment on Employee Performance is relatively smaller but remains significant in the context of this study.

Path coefficient reflects the strength and direction of the relationships between variables within the structural model (Hair et al., 2022). Values range from -1 to +1, where a positive value indicates a positive relationship and a negative value indicates a negative relationship. To assess the significance of these relationships, t-statistics and p-values are used, with t > 1.96 and p < 0.05 indicating statistical significance at the 5% level. The path coefficient serves as a fundamental basis for hypothesis testing in PLS-SEM-based research.

Table 5. Direct and Indirect Hypothesis Analysis

	Original sample	*T statistics*	*P values*
Work Discipline -> Job Satisfaction	0,491	5,551	0,000
Reward and Punishment -> Job Satisfaction	0,341	3,869	0,000
Work Discipline -> Employee Performance	0,350	3,699	0,000
Reward and Punishment -> Employee Performance	0,262	3,643	0,000
Job Satisfaction -> Employee Performance	0,358	3,933	0,000
Work Discipline -> Job Satisfaction -> Employee Performance	0,176	2,720	0,007
Reward and Punishment -> Job Satisfaction -> Employee Performance	0,122	3,076	0,002

Source: Processed data (2025)

Based on the results of hypothesis testing, this study demonstrates that Work Discipline and Reward and Punishment have a positive and significant influence on Job Satisfaction and Employee Performance at PT United Equipment Indonesia. Work Discipline

was found to contribute substantially to both Job Satisfaction ($\beta = 0.491$; $p < 0.05$) and Employee Performance ($\beta = 0.350$; $p < 0.05$), indicating that employees who exhibit high levels of punctuality, rule compliance, and responsibility tend to feel more satisfied and perform better. These findings align with the studies of Wijayanto and Hermanto (2020), Yuliantini and Santoso (2020), and Fenianti and Nawawi (2023), who emphasized that discipline fosters a structured and productive work environment. Similarly, the implementation of a fair Reward and Punishment system significantly enhances Job Satisfaction ($\beta = 0.341$; $p < 0.05$) and Employee Performance ($\beta = 0.262$; $p < 0.05$). This supports previous findings by Suherti et al. (2022), Yusuf et al. (2024), Fatimah (2025), Raduyew and Nugraheni (2025), and Waoma (2025), which suggest that balanced incentive and penalty systems motivate employees and improve workplace performance.

Furthermore, the study confirms that Job Satisfaction serves as a significant mediating variable. Specifically, Work Discipline positively affects Employee Performance through Job Satisfaction (indirect effect = 0.176; $p < 0.05$), highlighting the importance of satisfaction as a psychological mechanism linking discipline and output. This supports the findings of Junaedi and Digdowiseiso (2023) and Jaya et al. (2025), who identified job satisfaction as a key mediator between discipline and performance. Likewise, Reward and Punishment also positively influence Employee Performance through Job Satisfaction (indirect effect = 0.122; $p < 0.05$), in line with Prakosa et al. (2020) and Dihan and Hidayat (2020). Employees who feel fairly rewarded and justly treated are more likely to experience job satisfaction, which in turn enhances their engagement and performance. Collectively, these results underscore the critical role of both direct and mediated relationships in optimizing employee outcomes through structured discipline and equitable reward systems.

5. Conclusion

Based on the data analysis conducted in this study, it can be concluded that both Work Discipline and the implementation of Reward and Punishment systems have a positive and significant impact on Job Satisfaction and Employee Performance at PT United Equipment Indonesia. Higher levels of discipline among employees lead to greater job satisfaction and improved performance. Similarly, a fair and consistent Reward and Punishment system effectively enhances employee satisfaction and motivates them to perform better. Moreover, Job Satisfaction plays a crucial mediating role in strengthening the indirect effects of both Work Discipline and Reward and Punishment on Employee Performance. These findings underscore the importance of fostering a disciplined organizational culture and implementing fair performance management practices as strategies to improve overall employee outcomes.

PT United Equipment Indonesia is encouraged to reinforce a culture of discipline by implementing structured supervision systems, conducting regular ethics and discipline training, and ensuring that supervisors act as role models. The management should also evaluate the effectiveness of the current Reward and Punishment system by ensuring that rewards such as bonuses or promotions are based on transparent and objective achievements, while punishments are proportional and accompanied by coaching efforts. Additionally, continuous monitoring of employee job satisfaction through surveys or open forums is vital, particularly concerning workload balance, communication, career growth,

and well-being. Lastly, the company should improve its performance evaluation system by using clear indicators that assess not only task completion but also behavior, teamwork, and innovation, while investing in employee training to maximize their potential and foster a professional and growth-oriented work environment.

References

Alimudin, A., Sukoco, A., Prebawa, A. A., & Dhaniarti, I. (2020). Strategy Model To Build Employee Discipline. *Proceedings of the International Conference on Industrial Engineering and Operations Management*.

Al-Shammari, E. T. (2021). Investigation of factors affecting employee satisfaction of IT sector. *International Journal of Advanced Computer Science and Applications*, *12*(2).

Anwar Prabu Mangkunegara. (2019). *Manajemen Sumber Daya Manusia. Perusahaan. .* Remaja Rosdakarya.

Ardian, Z., Alhadi, A. C., & Panji, G. M. (2023). Employee performance assessment system based on smart method (case study: Banda Aceh Military Court I-01). *AIP Conference Proceedings*, *2484*(1).

Armstrong, & Taylor. (2023). *Armstrong's Handbook of Human Resource. .*

Bon, A. T. (2019a). *Model of reward system toward the performance of public sector organizations*.

Cai, W., Gallani, S., & Shin, J.-E. (2023). Incentive effects of subjective allocations of rewards and penalties. *Management Science*, *69*(5), 3121–3139.

Colquitt, J. A., Lepine, J. A., & & Wesson, M. J. (2021). *Organizational behavior : improving performance and commitment in the workplace* (9th ed.). McGraw-Hill Education.

Dihan, F. N., & Hidayat, F. (2020). Pengaruh reward dan punishment terhadap kinerja karyawan dengan disiplin kerja sebagai variabel intervening di waroeng spesial sambal yogyakarta. *JBTI: Jurnal Bisnis: Teori Dan Implementasi*, *11*(1), 11–22.

Došenović, D. (2016). Employee reward systems in organizations. *Economics-Innovative and Economics Research Journal*, *4*(1), 107–118.

Fatimah, S. (2025). Pengaruh Reward dan Punishment terhadap Kinerja Karyawan PT Ruijin Trade Indonesia Jaya. *Jurnal Publikasi Ilmu Manajemen*, *4*(1), 36–45.

Fenianti, F., & Nawawi, M. T. (2023). Pengaruh Lingkungan Kerja, Motivasi dan Disiplin Kerja terhadap Kepuasan Kerja Karyawan pada PT. Tunas Toyota Di Jakarta Barat. *Jurnal Manajerial Dan Kewirausahaan*, *5*(3), 611–618.

Gary Dessler. (2023). *Human Resource Management* (17th edition). Florida International University.

Gibson, J. L., Ivancevich, J. M., & Donnely, J. H. (2018). *Organisasi: Perilaku, Struktur, Proses. (Terjemahan)* (Edisi Delapan). Binarupa Aksara.

Hair, J. F. , Hult, G. T. M. , Ringle, C. M. , & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3e ed.). Thousand Oaks, CA: Sage.

Handoko, T. H. (2020). *Manajemen Personalia & Sumberdaya Manusia*. BPFE 55 .

Hasibuan, M. S. (2020). *Manajemen Sumber Daya Manusia Edisi Revisi*. PT. Bumi Aksara.

Jaya, A., Idris, R., & Hardiani, H. (2025). The Influence of Discipline and Work Motivation on Employee Performance with Job Satisfaction as Mediation at PT. Jasiyah Travel Service. *TRANSEKONOMIKA: AKUNTANSI, BISNIS DAN KEUANGAN*, *5*(1), 114–126.

Junaedi, M. A., & Digdowiseiso, K. (2023). The Influence of Work Motivation, Organizational Culture and Work Discipline on Employee Performance Through Job Satisfaction as Intervening Variables at BPJS Ketenagakerjaan throughout DKI Jakarta Region. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, *8*(2), 686–705.

Luthans, F. (2021). *Organizational Behavior* (14th ed.). Information Age Publishing.

Maryana, S., Kurnia, E., & Ruyani, A. (2017). Web-based application on employee performance assessment using exponential comparison method. *IOP Conference Series: Materials Science and Engineering*, *166*(1), 012019.

Oktari, S. D., & Suhardi, A. R. (2021). Discipline And Motivation to Teacher Performance at Geography Education Department. *Rigeo*, *11*(3).

Prakosa, A. S., Minarsih, M. M., & Wulan, H. S. (2020). THE EFFECT OF Leadership, Reward And Punishment On Employee Performance With Job Satisfaction As An Intervening Variables (Study at CV Bukit Dewi Semarang). *Journal of Management*, *6*(1).

Raduyew, S., & Nugraheni, V. (2025). Pengaruh Reward Dan Punishment terhadap Kinerja karyawan PT Bandeng Juwana Surabaya. *Soetomo Management Review*, *3*(1), 123–140.

Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, & Patrick M. Wright. (2019). *Fundamentals of Human Resource Management* (8th edition). McGraw Hill.

Rivai, Veithzal. (2018). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktek* (Cetakan Pertama.). Murai Kencana.

Salsabilla, N., Puspitasari, P., Haqi, D. N., Rofiq, A., & Wulandari, R. D. (2022). Analysis of Work Motivation and Work Discipline of Employee at Wiyung Sejahtera Hospital Surabaya. *The Indonesian Journal of Public Health*, *17*(1), 95–105.

Santhoshkumar, G., Jayanthy, S., & Velanganni, R. (2019). Employees job satisfaction. *J. Adv. Res. Dyn. Control Syst*, *11*, 157–161.

Sondang P. Siagian. (2019). *Manajemen Sumber Daya Manusia*. Bumi Aksara.

Stephen P. Robbins. (2024). *Organizational Behavior* (19th ed.). Pearson Education.

Suherti, S., Indrayani, I., Khaddafi, M., & Titik Windayati, D. (2022). The Effect Of Leadership Style, Motivation, Reward And Punishment On Loyalty With Job Satisfaction As Intervening Variable On Employees Of PT. Telekomunikasi Selular Sumatra, Central Part. *International Journal of Social Science, Educational, Economics, Agriculture Research and Technology*, *1*(11), 601–612.

Sutrisno, E. (2020). *Manajemen sumber daya manusia* . Kencana Prenada Media Group.

Waoma, L. S. I. (2025). Pengaruh Promosi Jabatan, Stres Kerja, Reward dan Punishment terhadap Kinerja Karyawan Departemen SMT (Surface Mount Technology) di PT. Sat Nusapersada Tbk. *Jibaku: Jurnal Ilmiah Bisnis, Manajemen Dan Akuntansi*, *5*(1), 10–18.

Wijayanto, A. B., & Hermanto, A. (2020). Pengaruh kompensasi dan disiplin kerja terhadap kepuasan kerja karyawan PT Astra International Daihatsu, Tbk Cabang Narogong. *Jurnal Ekonomi Dan Industri E-ISSN*, *2656*, 3169.

Yuliantini, T., & Santoso, R. (2020). Pengaruh lingkungan kerja, motivasi kerja, dan disiplin kerja terhadap kepuasan kerja Karyawan Pt Travelmart Jakarta Pusat. *Oikonomia: Jurnal Manajemen*, *16*(2).

Yusuf, F., Joesah, N., & Latumahina, J. (2024). Peran Kepuasan Kerja dalam Memediasi Dampak Reward dan Punishment Terhadap Kinerja Mitra Driver Gojek di Jabodetabek. *J-CEKI: Jurnal Cendekia Ilmiah*, *3*(5), 3922–3932.