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THE INFLUENCE OF REWARD AND PUNISHMENT ON EMPLOYEE PERFORMANCE WITH HR QUALITY AS AN INTERVENING VARIABLE IN THE MEDAN RELIGIOUS TRAINING CENTER

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Abstract

The existence of this research is to prove research and the influence of Reward and Punishment on Employee Performance with HR Quality as an intervening variable with a quantitative research type. The research location is at the Medan Religious Education and Training Center. The population of this research is 72 employees and uses a saturated sample because the population is all sampled. Data collection by distributing questionnaires and primary data sources is also used in this research model using analytical tools and calculation tools using Smart PLS. The results of this research are. HR quality has a positive and significant effect on performance with an original sample value of 0.179 and a P value of 0.011. Punishment has a negative and insignificant effect on employee performance at the Medan Religious Training Center. Punishment has a positive and significant effect on employee performance. Punishment has a positive and significant effect on HR Quality. Reward has a positive and significant effect on Employee Performance. Rewards have a positive and significant effect on HR Quality. Punishment has a positive and insignificant effect on Employee Performance through HR Quality with the original sample of 0.051 and a P value of 0.086, meaning HR Quality is not an intervening variable. Reward has a positive and significant effect on Employee Performance through HR Quality with the original sample of 0.125 and P value 0.011, meaning HR Quality can becomes an intervening variable because it can influence employee rewards and performance.

Keywords: *Reward, Punishment, HR Quality, Employee Performance*

INTRODUCTION

Human resource (HR) management is important in achieving goals. Generally, company leaders expect good employee performance from each employee in carrying out the tasks assigned by the organization. The organization realizes that human resources (HR) are the basic capital in the company and even national development process, therefore the quality of HR must always be developed and directed to achieve the goals set by the company. Human resources are the abilities, energy, skills possessed by humans to achieve their life goals. Human resources are one area that has an important role in an organization or company to achieve goals, because human resources are the only ones who have reason, feelings, desires, skills, knowledge, power and work. All of these human resource potentials influence the organization's efforts to achieve its goals.

Rewards is a method used by someone to give someone appreciation for doing something right, so that someone can be more enthusiastic about doing certain tasks and more motivated in doing other things and the process is better so that someone is able to achieve success. from something he did. Rewards are a repressive educational technique that is encouraging, with rewards it also makes students enthusiastic about learning and makes students learn better in the future. Awards/rewards are a form of appreciation in the form of remuneration in both financial and non-financial forms received by employees for the

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contributions they have made to the company. In the management concept, rewards are a tool to increase employee performance motivation. This method can associate a person's actions and behavior with feelings of happiness, enjoyment and will usually make them do a good deed repeatedly. Rewards also aim to make someone become more active in trying to improve or improve performance.

Punishment employee work discipline is an encouragement for employees to contribute as much as possible to the success of the organization in achieving its goals. According to Mangkunegara (2000), the threat of punishment aims to improve the performance of employees who have violated, it is necessary to provide punishment for deviating and directing positive behavior. According to Siahaan (2013), in certain conditions the use of punishment can be more effective in changing employee behavior. The quality of human resources (HR) is one of the main factors needed in implementing national development.

This is reflected in the main goal of national development, namely improving the quality of human resources in a sustainable manner (Irianto, 2007). Factors that influence the quality of human resources (HR), include health factors and nutritional factors, these two factors are important because a person is not able to develop their capacity to the maximum if the person concerned does not have optimal health and nutritional status. Employee performance in general is a manifestation of the work carried out by employees which is usually used as a basis or reference for evaluating employees in an organization. Good performance is a step towards achieving organizational goals, therefore, performance is also a determining means in achieving organizational goals so efforts need to be made to improve employee performance. The phenomenon that occurs at the Medan Religious Education and Training Center is the imbalance in the rewards given to the punishments given. It can be found that if there is a mistake in the organization, employee performance is sometimes not good because of unfair rewards and punishments in the organization. The quality of human resources is also very poor because there is an element of employee intentionality in not committing to employees because the rewards given do not match the punishment they receive.

LITERATURE REVIEW

Rewards

According to Kadarisman (2013), rewards are all forms of return, both financial and non-financial, that employees receive because of the services they provide to the company. According to Ardana (2008) rewards are anything received by employees as appreciation for their contribution to the company or organization, which can be said to be compensation.

Reward Indicator

According to Kadarisman (2013) the indicators for measuring reward variables are:

1. Salary Salary is remuneration in the form of money received by employees as a consequence of having contributed to achieving company goals.

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2. Awards Rewards are a company's effort to provide remuneration or for employee work results that are expected to be more enthusiastic and potential.
3. Praise Praise is a form of non-material appreciation.
4. Leave Companies give employees days off for certain reasons.
5. Benefits Benefits are indirect compensation provided by the company to employees.

Punishment

According to Purwanto (2016), punishment is suffering that is given or caused intentionally by someone (parent, teacher, etc.) after a violation, crime or mistake occurs. According to Hasibuan (2013) Punishment (punishment) is an action, where we consciously and deliberately bring sorrow to another person, who, both physically and spiritually, has weaknesses compared to ourselves, and because of that, we have a responsibility to guide it and protect it.

Punishment Indicators

According to Purwanto (2016) there are several indicators of punishment. These indicators are:

1) Notification of errors.
2) Reprimands and Warnings for mistakes
3) Punishment for employee mistakes

Quality of HR

Meanwhile, the general definition of Human Resources is power that comes from humans. Power that comes from humans can also be called energy or power. In essence, human resources are humans who are employed in an organization as a driving force to achieve the organization's goals. The definition of human resources according to Sedarmayanti (2019) is "workforce or employees in an organization who have an important role in achieving success". Another definition put forward by Ndraha (2013) is as follows: "Human resources are people who are ready, willing and able to contribute to efforts to achieve organizational goals."

HR Quality Indicators

Researchers will discuss further the measures for measuring the quality of human resources that are adapted and modified according to the needs of the research to be conducted from Sedarmayanti (2019), which are as follows:

1. Physical ability (health)
2. Non-physical abilities, which include Intellectual Ability (intelligence) and Psychological (mental) abilities

Employee Performance

According to Wibowo (2017), performance is the value of a series of work behaviors that contribute, both positively and negatively, to the completion of the work process.

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Mangkunegara (2017) said "Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him."

Employee Performance Indicators

Employee performance can be objectively and accurately evaluated through performance level benchmarks. This measurement means giving employees the opportunity to know their performance level. According to Wibowo (2017), there are several performance indicators, namely: Objective, Standard, Feedback, Tools or Means, Competence, Motivation, Opportunity

Conceptual Framework and Research Hypotheses

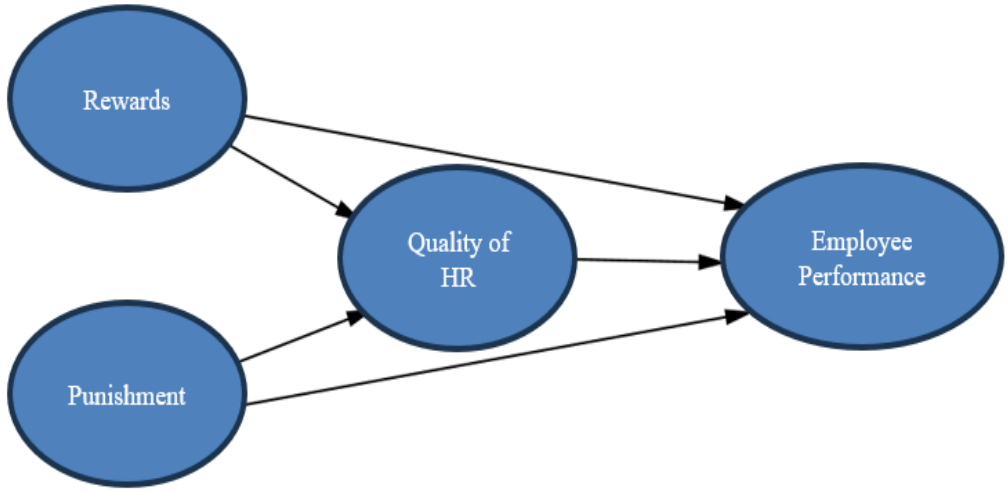

Figure 1. Conceptual Framework

Research Hypothesis:

1. Rewards have a positive and significant effect on employee performance.
2. Rewards have a positive and significant effect on the quality of human resources.
3. Punishment has a positive and significant effect on employee performance.
4. Punishment has a positive and significant effect on the quality of human resources.
5. The quality of human resources has a positive and significant effect on employee performance.
6. Rewards have a positive and significant effect on employee performance through the quality of human resources.
7. Punishment has a positive and significant effect on employee performance through the quality of human resources.

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2018). In this

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research, the exogenous variables are Reward (X1) and Punishment (X2). Meanwhile, the endogenous variable is Employee Performance (Y) and the Intervening Variable is HR Quality (Z). This research was carried out at the Medan Religious Education and Training Center on Jl. Tahi Bonar Simatupang No. 122, Sunggal, Kec. Medan Sunggal, Medan City, North Sumatra 20127. This research was carried out from March 2023 to June 2023. According to Sugiyono (2018), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to studied and then the conclusion was drawn that the population used was 72 employees.

According to Sugiyono (2018), the sample is part of the number and characteristics of the population. If the population is large, and it is impossible for researchers to study everything in the population, due to limited funds, energy and time, then researchers can use samples taken from that population. The sampling technique used is a saturated sample technique, which involves all respondents to become samples, meaning the sample that will be used is 72 employees.

Data analysis technique

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity test

   The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable.

2. Reliability Test

   In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the

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bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

   In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on whether the dependent latent variable has a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.
2. Predictive Relevance (Q2)

   This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q2 value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).
3. t-Statistics

   At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the t table value criteria is 1.96 with a significance level of 5%
4. Path Coefficient

   This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.
5. Fit Models

   This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

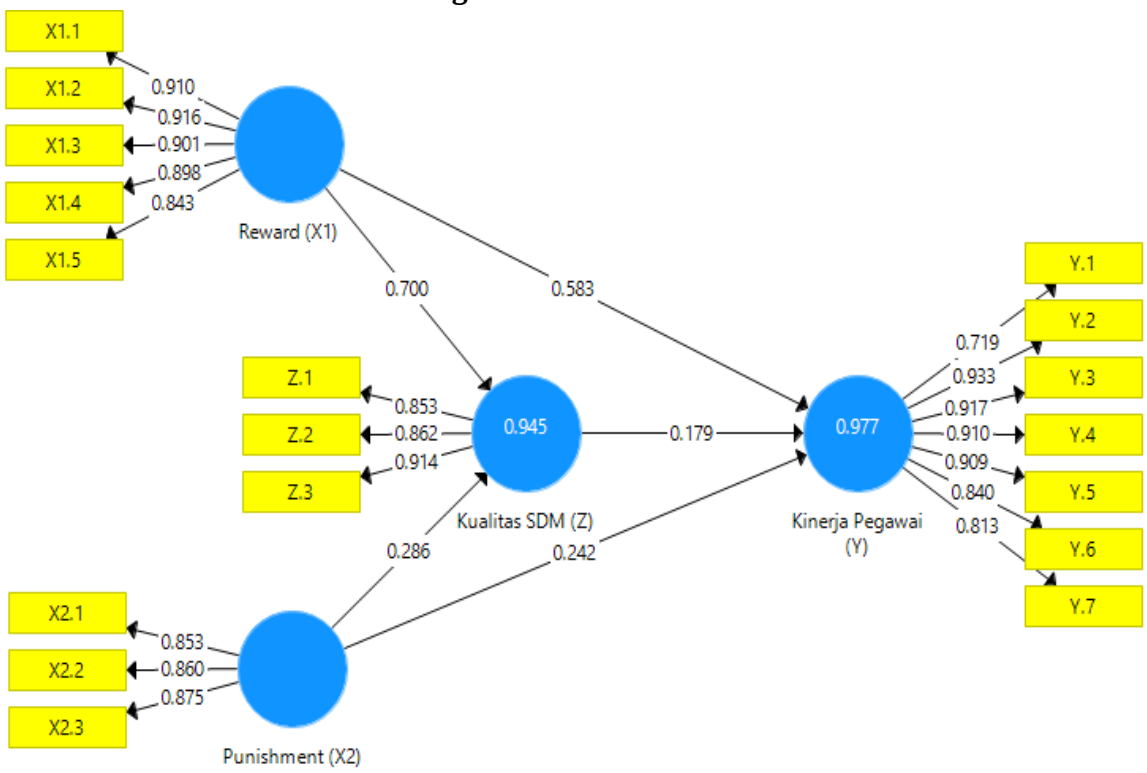
Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. *Convergent Validity*

This test is seen from the loading factor, the limit value is 0.7, and the value limit Average Variance Extracted(AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct

variable with a value > 0.7. The structural model in this research is shown in the following figure:

Figure 1. Outer Model



Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

Z = b1X1 + b2X2 + e1

Z = 0.981X1 – 0.051X2 + e1

For substructure 2

Y = b3X1 + b4X2 + b5Z + e2

Y = 1.060X1 – 0.075X2 – 0.014Z + e2

Table 1. Outer Loadings

	Employee Performance	Quality of HR	Punishment	Rewards
X1.1				**0.910**
X1.2				**0.916**
X1.3				**0.901**
X1.4				**0.898**
X1.5				**0.843**
X2.1			**0.853**	

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X2.2			**0.860**	
X2.3			**0.875**	
Y.1	**0.719**			
Y.2	**0.933**			
Y.3	**0.917**			
Y.4	**0.910**			
Y.5	**0.909**			
Y.6	**0.840**			
Y.7	**0.813**			
Z.1		**0.853**		
Z.2		**0.862**		
Z.3		**0.914**		

Source: Smart PLS 3.3.3

In table 1 above, there is a value for each variable which states that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

2. *Discriminate Validity*

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross loading results from validity testing as follows:

Table 2. Discriminant Validity

	Employee Performance	Quality of HR	Punishment	Rewards
X1.1	0.902	0.882	0.882	0.910
X1.2	0.897	0.876	0.861	**0.916**
X1.3	0.887	0.877	0.832	0.901
X1.4	0.866	0.853	0.805	0.898
X1.5	0.836	0.832	0.786	0.843
X2.1	0.839	0.826	0.853	0.822
X2.2	0.802	0.782	0.860	0.784
X2.3	0.827	0.820	**0.875**	0.806
Y.1	0.719	0.741	0.709	0.678
Y.2	**0.933**	0.895	0.900	0.916
Y.3	0.917	0.901	0.895	0.926
Y.4	0.910	0.872	0.892	0.888
Y.5	0.909	0.859	0.845	0.888

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Y.6	0.840	0.820	0.770	0.827
Y.7	0.813	0.781	0.751	0.805
Z.1	0.799	0.853	0.774	0.793
Z.2	0.868	0.862	0.800	0.858
Z.3	0.881	**0.914**	0.889	0.887

Source: Smart PLS 3.3.3

In table 2 above there is a cross loading factor variable for Employee Performance, the value of each indicator is greater than the cross loading on other variables, for the cross loading factor the HR Quality variable has a value on each indicator that is greater than the cross loading value on the other variables, for The cross loading factor of the punishment variable for each indicator has a value that is greater than the cross loading of the other variables. For the cross loading factor of the reward variable indicator, there is a cross loading value that is greater than the cross loading of the other variables.

3. *Composite reliability*

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	**0.943**	**0.954**	**0.750**
Quality of HR	**0.849**	**0.909**	**0.768**
Punishment	**0.828**	**0.897**	**0.744**
Rewards	**0.937**	**0.952**	**0.800**

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

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Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	R Square Adjusted
Employee Performance	0.977	0.977
Quality of HR	0.945	0.943

Source: Smart PLS 3.3.3

In table 4 above there is an R square value for the Employee Performance variable of 0.977 if the percentage is 97.7%, meaning that together the influence of Reward, Pumishment and HR Quality has an effect on Employee Performance with a value of 97.7% and the rest is in the other variables. Meanwhile, the R square value for HR Quality is 0.945 and if the percentage is for HR Quality, it is 94.5%, meaning that the influence of the Reward and Punishment variables on HR Quality is 94.5% and the rest is in the other variables.

2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimated Model
SRMR	0.050	0.050
d_ULS	0.432	0.432
d_G	1,284	1,284
Chi-Square	391,678	391,678
NFI	0.783	0.783

Source: Smart PLS 3.3.3

The Goodness of Fit test results of the PLS model in the table above show an NFI value of 0.881 and this value is greater than the value of 0.697 and the research in the fit model is considered to have fit data so it can be explained if this research is fit in testing.

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3. Hypothesis test

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether the T-Insights value was > 1.96 and the P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Results
HR Quality -> Employee Performance	0.179	2,542	**0.011**	**Accepted**
Punishment -> Employee Performance	0.242	3,558	**0,000**	**Accepted**
Punishment -> HR Quality	0.286	2,988	**0.003**	**Accepted**
Rewards -> Employee Performance	0.583	8,042	**0,000**	**Accepted**
Reward -> HR Quality	0.700	7,666	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

In the table above there are 5 hypotheses, 5 of which 3 hypotheses are rejected and 2 hypotheses are accepted and will be explained as follows:

1. HR quality has a positive and significant effect on performance with an original sample value of 0.179 and a P value of 0.011. This means that if the quality of human resources increases, employee performance will increase and if the quality of human resources decreases, performance will also decrease.
2. Punishment has a positive and significant effect on employee performance with an original sample value of 0.242 and a P value of 0.000. This means that when punishment increases, performance will increase because of fear of being punished and if punishment decreases, employee performance will decrease because they feel there is no punishment if employees make mistakes, whether small or big.
3. Punishment has a positive and significant effect on HR Quality with an original sample value of 0.286 and a p value of 0.003. This means that by punishing employees, employees improve the quality of their human resources because they are afraid of being punished and fired if they make a mistake. If punishment decreases, the quality of human resources will decrease because they feel they are not threatened if they make a mistake.
4. Rewards have a positive and significant effect on employee performance with an original sample value of 0.583 and a p value of 0.000. This means that if the rewards given to employees increase, employees will improve their performance and if rewards are reduced or absent in the organization, it is certain that employee performance will

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decrease.

5. Rewards have a positive and significant effect on HR quality with an original sample value of 0.700 and a P value of 0.000. This means that if rewards increase, the quality of human resources will increase, if rewards decrease, the quality of human resources will decrease because most employees who are given rewards to their superiors will improve their quality.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Results
Punishment -> HR Quality -> Employee Performance	0.051	1,721	**0.086**	**Rejected**
Rewards -> HR Quality -> Employee Performance	0.125	2,550	**0.011**	**Accepted**

Source: Smart PLS 3.3.3

As can be seen in table 7 of the indirect influence above, it can be explained that HR Quality as an intervening variable is not an intervening variable because there is no indirect influence on Punishment, Rewards and Employee Performance which can be explained as follows:

1. Punishment has a positive and insignificant effect on employee performance through HR quality with an original sample of 0.051 and a P value of 0.086, meaning HR quality is not an intervening variable.
2. Rewards have a positive and significant effect on employee performance through HR quality with the original sample being 0.125 and a P value of 0.011, meaning that HR quality can be an intervening variable because it can influence employee rewards and performance.

CLOSING

Conclusion

Based on the research hypothesis above, it can be concluded that the direct indirect influence is as follows:

1. HR quality has a positive and significant effect on performance with an original sample value of 0.179 and a P value of 0.011. Punishment has a negative and insignificant effect on employee performance at the Medan Religious Training Center.
2. Punishment has a positive and significant effect on employee performance with an original sample value of 0.242 and a P value of 0.000.
3. Punishment has a positive and significant effect on HR Quality with an original sample value of 0.286 and a p value of 0.003.
4. Rewards have a positive and significant effect on employee performance with an original

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sample value of 0.583 and a p value of 0.000.

5. Rewards have a positive and significant effect on HR quality with an original sample value of 0.700 and a P value of 0.000.
6. Punishment has a positive and insignificant effect on employee performance through HR quality with an original sample of 0.051 and a P value of 0.086, meaning HR quality is not an intervening variable.
7. Rewards have a positive and significant effect on employee performance through HR quality with the original sample being 0.125 and a P value of 0.011, meaning that HR quality can be an intervening variable because it can influence employee rewards and performance.

Suggestion

1. Organizations must provide rewards to employees who work hard and excel in order to improve the performance of other employees and compete well and healthily and progress the organization.
2. Organizations must punish employees for certain mistakes to create a deterrent effect on employees who make mistakes and also to discipline employees, but do not go around punishing those who do not comply with the SOP.
3. Organizations must recruit and select quality employees for the progress of the organization and also the progress of other employees. The quality of human resources is very important for the organization because with good quality employees, the organization's vision and mission will be achieved.
4. Employee performance must be structured, according to SOPs in order to achieve a goal with the same results as good performance making an organization's results and goals better.

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