



The Effect of Rewards and Punishments on Operator Performance at PT Bukit Asam Kreatif

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Abstract

This research was conducted with the aim of determining the influence of reward and punishment on the performance of operators at PT Bukit Asam Kreatif. The population in this study is all operators at PT Bukit Asam Kreatif in 2024 as many as 370 operators. The sample used in this study was 150 respondents using the purposive sampling method. The results of multiple linear regression analysis show that rewards have a positive and significant effect on operator performance. Punishment has a positive and significant effect on the performance of Reward operators, the giving of prizes and bonus payments to employees who can meet the target and even exceed the set target must be appropriate, fair and transparent. The provision of this punishment is given fairly to all employees.



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Introduction

Employees and agencies or organizations are two things that cannot be separated, employees play a major role in carrying out activities in the organization. Meanwhile, agencies are a forum or place for employees to carry out their daily activities. An agency urgently needs to make employees the best partner in achieving the expected goals. On the other hand, employees will try to provide the best performance to help the agency in achieving goals. The best achievement that employees can give to the agency can be in the form of satisfactory performance. In addition to being considered an achievement, good and satisfactory employee performance can also describe the success of the agency in achieving its goals (Nuraidah, 2021).

The problem that companies often face in achieving goals is poor performance of employees. Employee performance is a very important thing in running an organization's business to achieve its goals. Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins & Judge, 2016). The results of work that can be achieved by a person or a group of people in the organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, are not unlawful and in accordance with morals and ethics.

PT Bukit Asam Kreatif (BAK) is a limited liability company where one of its businesses collaborates with PT Bukit Asam, Tbk for the fulfillment of heavy equipment operators at the mine site located in Tanjung Enim, Muara Enim Regency, South Sumatra. As a labor provider company, human resources are the most

decisive factor in achieving organizational goals. The labor business of providing labor, especially in the coal mining environment, is currently very tempting, especially with coal prices rising quite significantly after Covid-19.

Coal mining companies continue to expand so that many need operator labor. This is also felt by PT Bukit Asam Kreatif (BAK), where the condition of the need for labor is quite a lot but many of its employees have also resigned and only made the workplace a stepping stone and moving to a new workplace. Therefore, in maintaining its business, PT Bukit Asam Kreatif must have highly competent and professional human resources. This will be achieved through improvements in various aspects that include economic aspects, cultural aspects and intellectual aspects.

In the management control system, this is related to the control of results. Outcome control means that it involves rewarding employees for satisfactory results. That's why it is necessary to give appreciation for employee performance so that they are more enthusiastic about working and contributing to the company's progress. One of the HR management controls carried out by PT BAK is the provision of rewards and punishments, this is expected not only to improve operator performance but also to increase the sense of belonging of the company so that they will be loyal to the company.

Based on the HR management control program provided by PT Bukit Asam Kreatif (PT BAK) with the provision of rewards and punishments, it is hoped that the right employees will get the right job at the right time. So it is expected to get professional and competent employees in accordance with the demands of the right position or reliable competency-based human resources (competence based on human resources management = CBHRM), who have superior competitiveness in anticipating every change that occurs. Sourced from the data of the 2024 monthly report on 370 operators of PT Bukit Asam Kreatif, violations were found which are trending in number of increases according to the following graph:

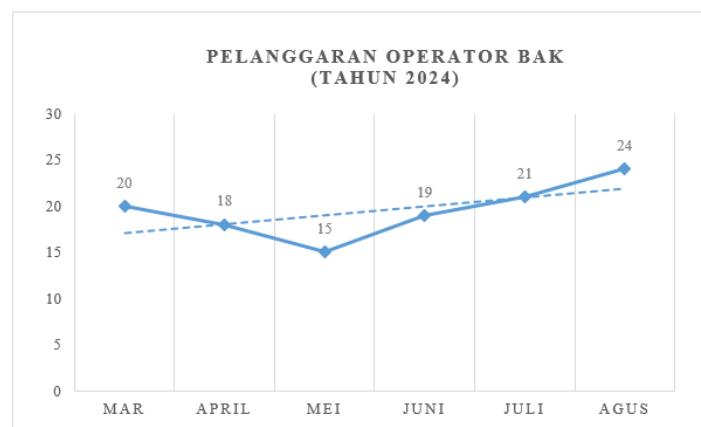


Figure 1. Number of BAK Operator Violations

Source: Internal Data, 2025

Based on the phenomenon that occurred at PT Bukit Asam Kreatif in the HR management control program with the provision of rewards and punishments carried out and its role in improving operator performance is a fairly important thing to do in ensuring the existence of operator performance. Even though the rewards and punishments given have been implemented by the company, there are still some employees who are dissatisfied and their performance does not change for the better.

Materials and Methods

The population in this study is all operators at PT Bukit Asam Kreatif in 2024 as many as 370 operators. Sample withdrawal was carried out using a nonprobability sampling technique, namely by the purposive sampling method. Nonprobability sampling with the purposive sampling method is a sample extraction technique that does not provide the same opportunity or opportunity for each element of the population to be selected as a sample. The sample in this study is all operators of PT Bukit Asam Kreatif. The sample taken in this study has the following criteria:

- 1) Operators who have worked for at least 2 years at PT Bukit Asam Kreatif.

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- 2) Operators who are still working and have an active status as employees of PT Bukit Asam Kreatif in 2025.

The guidelines for sample measurement according to (Hair, 2010), can be determined as follows:

- 1) It depends on the number of parameters estimated. The guideline is 5-10 times the estimated number of parameters.
- 2) The number of statements used as many items. So that the number of samples used in this study with a minimum limit of respondents amounted to 30 items x 5 = 150, while the maximum limit was 30 items x 10 = 300. Thus, the respondents that will be taken are 150 respondents. This number is considered to be sufficiently representative of the population to be studied because it has met the maximum limit of the research sample.

Primary data in this study was collected by a data collection method through a questionnaire that was distributed to all operators at PT Bukit Asam Kreatif in 2022 as many as 150 operators. The questionnaire in this study is a statement related to the reward and punishment variables on the performance of operators at PT Bukit Asam Kreatif.

Results and Discussions

- 1) The value of the reward variable (X1) is 9.189 and the significance value is 0.000, then the value of $t_{hitung} > t_{tabel}$ (9.189 > 1.976) or the value (Sig.) is 0.000 < 0.05. This means that rewards have a significant effect on the performance of operators at PT Bukit Asam Kreatif. This proves that the first hypothesis of a positive and significant reward is acceptable. $t_{hitung} > t_{tabel}$
- 2) The value of the punishment variable (X2) is 7.554 and the significance value is 0.000, then the $t_{hitung} > t_{tabel}$ value is (7.554 > 1.976) or the value (Sig.) is 0.001 < 0.05. This means that punishment has a significant effect on the performance of the operator at PT Bukit Asam Kreatif. This proves that the hypothesis of the second punishment has a positive and significant effect is acceptable. $t_{hitung} > t_{tabel}$

The Effect of Rewards on Operator Performance at PT Bukit Asam Kreatif

The results of the analysis obtained in this study show that rewards have a positive and significant effect on operator performance so that the first hypothesis can be accepted. The results of this study are in line with the results of research from (Jung, 2023); (Liu & Lu, 2023); (Onyekwere, 2023); (Lisdayanti et al., 2023); (Herlina & Ambarita, 2023); (Mapparenta, 2022); (Brewer & Walker, 2022); (Wei & Wang, 2022); (Gentari & Sunaryo, 2022); (Koencoro, 2022); (Mahardhika, 2022); (Arifin, 2022); (Rismawati, 2022); (Basyari & Kuswinarno, 2022); (Arifuddin, 2022); (T. P. Sari, 2022); (Steel & Silson, 2021); (Nagy & Bencsik, 2021); (Baucus, 2020); (Steel & Baker, 2020); (Griffiths & Beierholm, 2022); (Handika & Agustian, 2022); (Suak, 2022); (Goni, 2022); (Ratri, 2022); (Riansyah, 2021); (Surya, D., Badia, P., Marlina, W., 2019); (Application, 2019); (Pramesti, 2019); (Panekenan, 2019); (Sri, 2018); (Wirawan & Afani, 2018) which shows that *reward* have a positive and significant effect on employee performance.

Based on respondents' responses to indicators on indicators of an adequate work environment and mutual support between fellow employees, the lowest value was shown. It is suspected that several operators at PT Bukit Asam Kreatif said that their current work environment is not comfortable which includes colleagues, work culture and several other factors. The operator said that there was a bad relationship between fellow employees and between superiors and employees. Conditions like this greatly affect the performance of each employee himself, especially for employees which results in an impact on the work results produced by employees. Where employees feel uncomfortable with a bad work environment and where some employees are considered less professional in carrying out their work, especially those related to other employees who are having less harmonious relationships.

Respondents' responses to my indicators always achieve the targets set by the company showing the highest score. This shows that the operators at PT Bukit Asam Kreatif always try to be able to meet the targets set by the company. Several employees met by the author said that with the many targets set, employees will always try to provide achievements that are in accordance with the stipulations and even exceed the target even though it is not easy to achieve these targets.

The Effect of Punishment on Operator Performance at PT Bukit Asam Kreatif

The results of the analysis obtained in this study show that punishment has a positive and significant effect on employee performance so that the second hypothesis is acceptable. The results of this study are in line

with the results of research from (Liu & Lu, 2023); (Onyekwere, 2023); (Lisdayanti et al., 2023); (Herlina & Ambarita, 2023); (Brewer & Walker, 2022); (Wei & Wang, 2022); (Gentari & Sunaryo, 2022); (Koencoro, 2022); (Mahardhika, 2022); (Arifin, 2022); (Rismawati, 2022); (Basyari & Kuswinarno, 2022); (Arifuddin, 2022); (T. P. Sari, 2022); (Steel & Silson, 2021); (Nagy & Bencsik, 2021); (Baucus, 2020); (Steel & Baker, 2020); (Griffiths & Beierholm, 2022); (Handika & Agustian, 2022); (Suak, 2022); (Goni, 2022); (Adityarini, 2022); (S. S. M. Sari, 2021); (Pramesti, 2019); (Panekenan, 2019); (Sri, 2018); (Wirawan & Afani, 2018) shows the results that *punishment* have a positive and significant effect on employee performance.

Based on respondents' responses to the indicators, the company forces all employees to comply with all existing regulations, showing the lowest value indicates the lowest value. All regulations that have been set by the company have been given to all employees to be able to comply with all prohibitions, responsibilities as employees, responsibilities regarding the position given. Employees have been informed clearly and in detail if employees violate the regulations that are enforced, then employees also know about the consequences of the prohibition. So the regulations stipulated are not in the sense of coercion, but obligations that must be obeyed as employees in the company to provide good performance and maintain the company's image among the public.

The company's response to the respondent provides a code of conduct that must be obeyed by all employees, showing the highest value, indicating the highest value. This shows that PT Bukit Asam Kreatif has provided information about the rules imposed in the company. Employee attitudes must be able to obey these regulations in order to provide a good attitude towards themselves and the company and maintain the company's image and good name among the general public.

Conclusion

In conclusion, this research demonstrates that both rewards and punishment have a positive and significant impact on the performance of operators at PT Bukit Asam Kreatif. The findings suggest that a well-structured reward system can motivate employees to perform at their best, while the imposition of punishment, when applied appropriately, can help maintain discipline and ensure task completion. However, it is important to note that the balance between reward and punishment is crucial for maximizing employee motivation and overall performance. Future research could explore the specific types of rewards and punishments that are most effective for different job roles or industries, as well as investigate the long-term effects of these motivational strategies on employee satisfaction and retention. Additionally, examining the role of leadership and organizational culture in shaping the effectiveness of rewards and punishments could provide deeper insights into enhancing performance management practices.

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