

**THE INFLUENCE OF COMPETENCE AND REWARD
PROVISION ON EMPLOYEE PERFORMANCE EFFECTIVENESS
(A Study on PTPN III Medan, HR Department)**

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Abstract

Employee performance is very necessary in working within the company, the importance of an employee's performance can affect the results of the work he does and also affect the goals of the company to be achieved. This study aims to analyze the effect of competence and rewards on the effectiveness of employee performance. The form of research used in this research is quantitative research with an approach. The research method used in this research is a quantitative research method with an association approach, the population in this study are PTPN III Medan HR employees with a total of 35 respondents, The primary data used was obtained by distributing questionnaires directly while the secondary data was obtained through a literature study. The data analysis method used is instrument test, classical assumption test, multiple linear regression analysis, and hypothesis testing. The results showed that competency and reward had an effect on Employee Performance Effectiveness and the results of hypothesis testing simultaneously, obtained correlation coefficient values (R) of .888, which means that there is a relationship between Competency and Reward variables on Performance Effectiveness of 88.8% so that the relationship between these variables can be categorized as very close. While the Adjusted R Square value is .775 or the value of the determinant coefficient shows that the Competency and Reward variables on Performance Effectiveness are 77.5%, while the remaining 22.5% is influenced by other factors in outside of this research.

Keywords: Competence, Performance Effectiveness, Rewards

1. INTRODUCTION

The Human Resources (HR) function plays a vital role in organizational dynamics, wielding considerable influence over overall performance and success. Central to HR are the concepts of competence and qualifications, where competence encapsulates the amalgamation of knowledge, skills, and attitudes fostering proficient task execution. Competent employees contribute substantively to goal attainment and task effectiveness (Nursam, 2017). Complementarily, qualifications refer to an individual's educational background and experiential relevance to a specific role. Employees possessing appropriate qualifications ensure the adept completion of tasks, contributing significantly to organizational objectives. Thus, both competence and qualifications are instrumental in shaping organizational performance and success (Barus & Siregar, 2023).

Simultaneously, the interplay of rewards and competence synergistically enhances employee performance. Recognition and appreciation through rewards motivate employees to augment their competencies (Dame et al., 2022). Simultaneously, employees with heightened competence levels exhibit superior task performance and consistently achieve predetermined targets, justifying their eligibility for future accolades and promotions. Therefore, a meticulous management approach is imperative in overseeing both rewards and competence to ensure optimal employee performance and organizational goal attainment.

Diverse forms of rewards at PTPN III Medan are categorized as physical and non-physical. Physical rewards encompass certificates, pins, gold, and awards, while non-physical rewards involve promotions. Ideally, performance should ascend post-reward distribution, as rewards typically serve as additional motivators for employees to enhance their performance. The act of acknowledging and appreciating employees for their accomplishments instigates heightened motivation, propelling them to exceed performance expectations (Torang, 2012). Moreover, various contextual factors such as leadership style, organizational structure, cultural values, work systems, staff dynamics, skills, and corporate strategies contribute to employee performance within a company (Marpaung et al., 2020).

The dispensation of rewards at PTPN III is an effective strategy for elevating employee motivation and performance. The company has demonstrated fairness and prudence in reward allocation, including timely salary disbursements. Motivational initiatives, such as healthy competitions fostering competency development, have been instituted. Additionally, a culture of mutual respect is evident through effective communication, a congenial atmosphere, and a harmonious leader-employee relationship. Trust instilled in employees, coupled with supplementary bonuses, further bolsters employee motivation. Instances of tardy task completion prompt the company to scrutinize salary allocations for various considerations (Agus & Marpaung, 2023).

Drawing from preliminary research conducted between July and August concerning employee performance at PTPN III, several issues have surfaced. Job quality appears subpar and misaligned with organizational expectations. Assigned tasks are executed sub-optimally, and timeliness in task completion is lacking, resulting in a backlog of pending assignments. Insufficient skills leave employees feeling overwhelmed or lacking confidence in task completion. A robust evaluation system that assesses job outcomes and employee contributions is imperative for holistic organizational performance evaluation (Ihsan, 2019).

This research aims to investigate the impact of competence and reward provision on employee performance effectiveness within the Human Resources Department of PTPN III Medan. The background of the study indicates the existence of several employees experiencing competency deficiencies and suboptimal performance, despite receiving rewards in accordance with the company's agreements. Therefore, the author intends to examine whether there is a correlation between employees' competence levels and the effectiveness of their performance, as well as how the provision of rewards influences employee performance. This study is anticipated to provide a deeper understanding of the factors influencing employee performance in the Human Resources Department of PTPN III Medan. Consequently, the findings may facilitate the implementation of targeted measures by the company to enhance productivity and the contributions of employees to the overall success of the organization.

2. LITERATURE REVIEW

2.1. Competence

Competence refers to the ability, knowledge, and skills possessed by an individual or organization to perform specific tasks or jobs effectively and efficiently. It encompasses knowledge or understanding of concepts, principles, or theories related to

tasks or jobs, practical skills in task execution, and attitudes or behaviors that support the implementation of such tasks or jobs.

According to Wibowo (2019), competence is the ability to execute tasks or jobs grounded in skills and knowledge, supported by the work attitude demanded by the job. The author emphasizes that competence is a crucial aspect for successful task execution.

2.2. Reward

Reward is a form of appreciation for specific achievements, bestowed either by individuals or institutions, typically in the form of material goods or expressions (Kaswan, 2018). In organizational contexts, rewards are given by organizational leaders to employees in material or non-material forms to motivate them, fostering high motivation and achievement towards organizational goals.

Mahmudi in defines reward as monetary compensation given to those who work beyond specified standards. Similarly, Hasibuan describes reward as all forms of monetary, direct or indirect, income received by sales and other employees as compensation for services rendered (Nur, 2019). Kadarisman in Saputra, Nurlina, & Hasan (2017) identifies indicators for measuring the reward variable as salary, recognition, praise, leave, and allowances.

2.3. Employee Performance Effectiveness

Employee performance effectiveness pertains to the extent to which employees can achieve expected results from assigned tasks. It reflects employees' ability to fulfill organizational goals and meet management expectations in terms of productivity, work quality, and efficiency. According to Pangabean, Dirbawanto, & Siregar (2022), employee performance is a representation of work carried out by employees and serves as a benchmark for evaluating personnel in an organization. Consequently, performance is a crucial factor in achieving organizational goals, and efforts must be made to enhance employee performance.

Effective performance encompasses factors such as appropriate time management, adequate technical skills, a good understanding of assigned tasks, and the ability to work independently and within a team. Effective performance also includes aspects such as good attendance, adherence to scheduled time, and meeting established deadlines. Robbins (2016) identifies performance indicators as tools to measure the extent of employee performance. Some indicators include: (1) Work Quality; (2) Quantity; (3) Timeliness; (4) Effectiveness; (5) Independence.

2.4. Previous Research

Astuti (2020) conducted a study titled "The Influence of Competence, Compensation, and Work Environment on Performance with Motivation as an Intervening Variable (Empirical Study on Employees of Muhammadiyah University Magelang)." The research aimed to examine the significant influence of competence, compensation, and work environment on performance, with motivation as an intervening variable. The study population consisted of 80 employees of Muhammadiyah University Magelang, with 54 respondents selected using purposive sampling. The path analysis was employed for data analysis, revealing that competence significantly and positively influences employee performance (Danar Paramita et al., 2021). However, competence does not affect work motivation. Compensation does not significantly affect employee performance, but it has a significant positive influence on work motivation. The work

environment does not affect employee performance or motivation. Motivation can mediate the influence of competence and compensation on employee performance.

Prasetyo (2020) conducted a study titled "The Influence of Competence and Work Environment on Employee Performance in the Emergency Room of RSMH Palembang." The research aimed to determine whether there was a significant influence of competence and work environment variables on the performance of employees in the Emergency Room of RSMH Palembang. The population and sample consisted of 93 employees, with data analysis using classic assumption tests, multiple linear regression, and hypothesis testing through F and t-tests. The results showed that competence and work environment significantly and partially influenced employee performance, with a coefficient of determination of 59.5%. The remaining variance was influenced by other variables not included in the model, such as compensation, training, and awards. Recommendations included maintaining competent and comfortable work environments to maximize employee performance and satisfaction in providing services to patients.

Hidayat (2018) conducted a study titled "The Influence of Reward and Punishment on Employee Performance with Work Discipline as an Intervening Variable at Waroeng Spesial Sambal Yogyakarta." The research aimed to explore the impact of rewards and punishments on employee performance, with work discipline as an intervening variable at Waroeng Spesial Sambal in Yogyakarta. The study involved 117 employees from various Waroeng Spesial Sambal branches. Data collection used questionnaires and analysis employed regression analysis and path analysis. Results indicated that rewards and punishments positively and significantly influenced both work discipline and employee performance. Additionally, there were indirect effects, where rewards influenced employee performance through work discipline, and punishments influenced employee performance through work discipline.

3. METHOD

The research methodology adopted for this study adheres to a quantitative research paradigm, specifically employing an associative approach to delve into the intricate relationships and associations among variables. The focus is centered on the operational activities within the Human Resources (HR) Department of PT Perkebunan Nusantara III Medan. This methodological choice enables a nuanced exploration of the interplay between competence, reward systems, and the ensuing impact on employee performance. The study's population encompasses the entirety of the HR Department's workforce, constituting a total of 35 individuals. To ensure a representative and statistically sound sample, probability sampling was meticulously executed, employing a saturated sampling technique with the integration of a Likert scale (A. E. Wibowo & Djojo, 2012). The resultant sample size of 35 employees serves as a robust cohort, facilitating an in-depth analysis of the intricate relationships between the aforementioned variables.

A comprehensive data collection approach was employed, beginning with an exhaustive literature review to establish a robust theoretical foundation (Darmanah, 2019). Subsequently, a meticulously crafted Likert-scale questionnaire was distributed to gather quantitative insights from participants. Complementing these quantitative data, qualitative information was obtained through direct workplace observation and in-depth interviews with select participants, enhancing the overall depth of the study. This methodological blend aims to provide a nuanced understanding of factors influencing

employee performance within the distinctive context of the HR Department (Kusumadewi et al., 2022). The collected dataset will undergo rigorous statistical analysis using SPSS Version 25, facilitating the extraction of substantive insights and conclusive findings from the research hypotheses.

4. RESULT AND DISCUSSION

4.1. Result

4.1.1. Validity Test

The validity test for the employee performance variable (Y) in this study involved 61 respondents, with a degree of freedom (df) of 59 respondents and a t-value (r-table) of 0.333. The validity test results for the competence variable (X1) are presented in the following table:

Table 1. Validity Test Result

Variable	No	Statement	r-value	r-table	Description
Competence Variable (X1)	1	X.1.1	0,752	0,333	Valid
	2	X.1.2	0,808	0,333	Valid
	3	X.1.3	0,857	0,333	Valid
	4	X.1.4	0,919	0,333	Valid
	5	X.1.5	0,497	0,333	Valid
	6	X.1.6	0,797	0,333	Valid
	7	X.1.7	0,788	0,333	Valid
	8	X.1.8	0,786	0,333	Valid
	9	X.1.9	0,691	0,333	Valid
	10	X.1.10	0,919	0,333	Valid
	11	X.1.11	0,919	0,333	Valid
Reward Variable (X2)	1	X.2.1	0,665	0,333	Valid
	2	X.2.2	0,547	0,333	Valid
	3	X.2.3	0,498	0,333	Valid
	4	X.2.4	0,494	0,333	Valid
	5	X.2.5	0,587	0,333	Valid
	6	X.2.6	0,609	0,333	Valid
	7	X.2.7	0,700	0,333	Valid
	8	X.2.8	0,591	0,333	Valid
	9	X.2.9	0,574	0,333	Valid
	10	X.2.10	0,694	0,333	Valid

	11	X.2.1	0,862	0,333	Valid
Employee Performance Variable (Y)	1	Y.1	0.924	0,333	Valid
	2	Y.2	0,682	0,333	Valid
	3	Y.3	0,868	0,333	Valid
	4	Y.4	0,924	0,333	Valid
	5	Y.5	0,898	0,333	Valid
	6	Y.6	0,933	0,333	Valid
	7	Y.7	0,941	0,333	Valid
	8	Y.8	0,819	0,333	Valid
	9	Y.9	0,924	0,333	Valid
	10	Y.10	0,924	0,333	Valid
	11	Y.11	0,782	0,333	Valid
	12	Y.12	0,335	0,333	Valid

Tables 1 indicate that all statements representing each indicator in the competence variable (X1), reward variable (X2), and employee performance effectiveness variable (Y) have r-values greater than the r-table of 0.333. Based on this, it can be concluded that all statements in these three variables are deemed valid and are deemed suitable for measuring research variables.

4.1.2. Reliability Test

Table 2. Reliability Test Result

Variable	Cronbach Alpa	Description
Competence	0.936	Reliable
Reward	0.825	Reliable
Employee Performance Effectiveness	0.927	Reliable

Based on Table 2, it can be observed that the reliability coefficient (Cronbach's Alpha) for the competence variable (X1) is 0.936, for the reward variable (X2) is 0.825, and for the employee performance effectiveness variable (Y) is 0.927. As the reliability coefficients exceed the threshold of > 0.60 , it signifies that all research instruments are considered reliable and are deemed suitable variables for measurement in this study.

4.1.3. Normality Test

A. Kolmogorov-Smirnov

Table 3. Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnow Test		
		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,52645968
Most Extreme Differences	Absolute	,227
	Positive	,174
	Negatif	-,227
Kolmogorov-Smirnov Z		1,342
Asymp. Sgn (2-tailed)		,055

- a. Test distribution is Normal
- b. Calculated from data

Based on the data processing results in Table 3, the Kolmogorov-Smirnov value is 0.055. This value meets the criteria for declaring data normality, where the asymp. Sig value must be greater than 0.05. Therefore, it can be concluded that the data used follow a normal distribution.

B. Histogram Graph

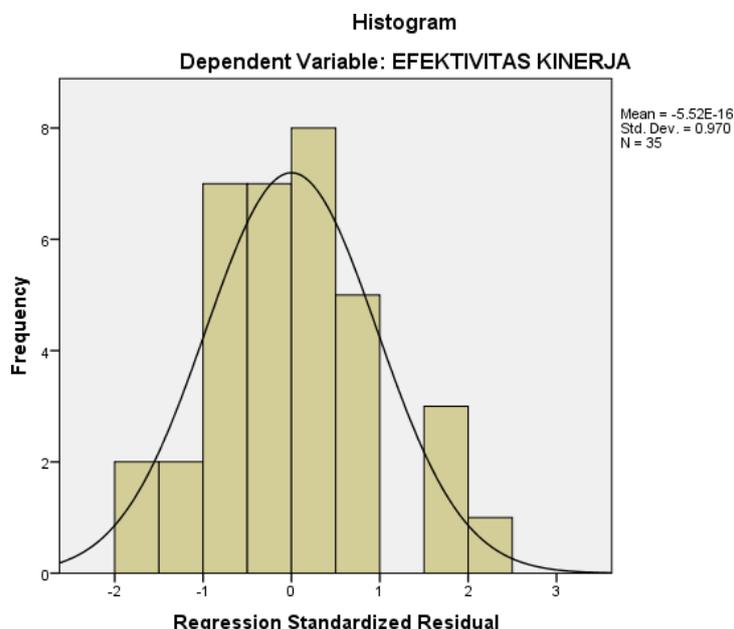


Figure 1. Histogram Graph

Based on Figure 1, it can be observed that the histogram graph forms a bell-shaped pattern and is not heavily skewed to the right or left. From this data, it can be inferred that the data follows a normal distribution.

C. P-P Plot Graph

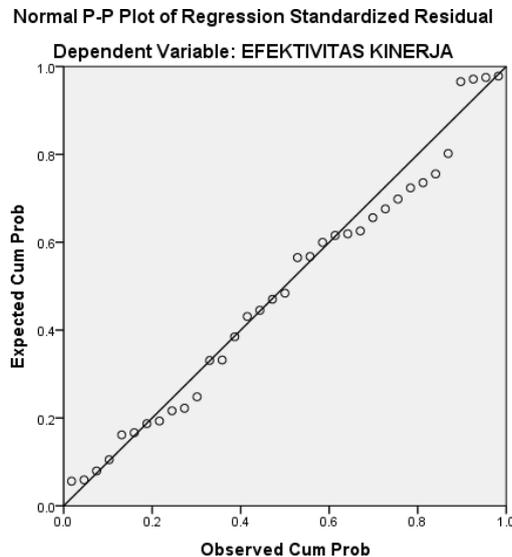


Figure 2. Probability Plot (P-P Plot) for Normality

Based on Figure 2, it can be concluded that the data is dispersed around the diagonal line, following the direction of the diagonal line. Therefore, the regression model used satisfies the assumption of normality.

4.1.4. Multicollinearity Test

Table 4. Multicollinearity Test Results

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	7,332	5,806		1,263	,216		
1 Competency	1,278	,124	1,010	10,292	,000	,687	1,456
Reward	-,398	,145	-,269	-2,737	,010	,687	1,456

a. Dependent Variable: Employee Performance Effectiveness

Based on Table 4, it can be observed that the tolerance value for the competence variable is 0.687, which is greater than > 0.10 , and the VIF value is 1.456, which is less than < 10 . Similarly, for the reward variable, the tolerance value is 0.687, which is greater than > 0.10 , and the VIF value is 1.456, which is less than < 10 . Based on these results, it can be concluded that there is no multicollinearity, and the regression model is deemed suitable for use in the regression equation.

4.1.5. Heteroscedasticity Test

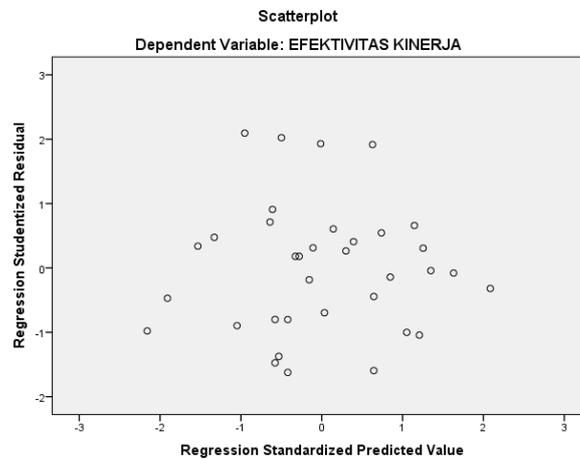


Figure 3. Heteroscedasticity Test

Based on Figure 3, it can be observed that the data points are uniformly dispersed and do not form any specific pattern. The data points are scattered above and below zero, indicating a random distribution. This suggests the absence of heteroskedasticity symptoms in the regression model in this study.

4.1.6. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	7,332	5,806		1,263	,216
Competency(X1)	1,278	,124	1,010	10,292	,000
Reward (X2)	-,398	,145	-,269	-2,737	,010

a. Dependent Variable: Employee Performance Effectiveness

Based on the results of the regression test, the multiple linear regression model used in this study is $Y = 6.311 + 1.278X1 + 0.398X2$. In this regression equation, it can be concluded that the regression coefficient for competence (X1) is 1.278, indicating that for every one-unit increase in variable X1, employee performance (Y) increases by 1.278. The regression coefficient for reward (X2) is 0.398, signifying that for every one-unit increase in variable X2, employee performance (Y) increases by 0.398.

4.1.7. Hypothesis Testing

A. Partial Significance Test (t-test)

Table 6. Partial Significance Test (t-test)

		Coefficients ^a			T	Sig
Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
	(Constant)	7,332	5,806		1,263	,216
1	Competency (X1)	1,278	,145	1,010	10,292	,000
	Reward (X2)	-,398	,124	,269	-2,737	,010

a. Dependent Variable: Employee Performance Effectiveness

Based on the T-test results in Table 6, it can be concluded that for the competence variable (X1) concerning employee performance effectiveness (Y), the t-value is 10.292, which is greater than 2.036, with a significance level of $0.000 < 0.05$. It also has a regression coefficient value of 1.278. This indicates that the competence variable (X1) has a positive and significant effect on employee performance effectiveness (Y). Based on these results, Ha1 is accepted.

For the reward variable (X2) concerning employee performance effectiveness (Y), the t-value is -2.737, which is less than 2.036, with a significance level of $0.010 < 0.05$. It has a regression coefficient value of -0.398. This suggests that the reward variable (X2) does not have a positive and significant effect on employee performance effectiveness (Y). Based on these results, H02 is accepted.

B. Simultaneous Test (F-test)

Table 7. Simultaneous Test (F-test) Results

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	808,864	2	404,432	59,634	,000 ^b
	Residual	217,022	32	6,782		
	Total	1025,886	34			

a. Dependent variable: Performance Effectiveness

b. Predictors: (Constant), Competency, Reward

Based on the data processing results in Table 7, it can be observed that the F-value is 59.634, which is greater than 3.29, or based on the significance value (sig) of $0.000 < 0.05$. This indicates that the independent variables, namely Competency (X1) and Reward (X2), collectively influence (simultaneously) the dependent variable, namely Employee Performance Effectiveness (Y). Based on these results, Ha3 is accepted.

C. Coefficient of Determination Test (R^2)

Table 8. Coefficient of Determination Test (R^2) Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,888 ^a	,788	,775	2,604

a. Predictors: (Constant), Competency, Reward

The analysis of the data in Table 8 reveals noteworthy insights. The correlation coefficient (R) of 0.888 suggests a robust and highly significant relationship between the Competence (X1) and Reward (X2) variables concerning Employee Performance Effectiveness (Y), accounting for an impressive 88.8% of the relationship. This implies a remarkably strong association among these variables. Furthermore, the Adjusted R-Square value, at 0.775, or the coefficient of determination, signifies that the combined influence of Competence (X1) and Reward (X2) on Employee Performance Effectiveness (Y) is substantial, explaining 77.5% of the variance. Notably, 22.5% of the variance is attributed to factors beyond the scope of this study, underscoring the presence of other influential elements in determining employee performance effectiveness.

4.2. Discussion

4.2.1. The Influence of Competence (X1) on Performance Effectiveness (Y)

Based on the previously tested data, it is evident that all statements in the independent variable, Competence (X1), and Reward (X2), as well as in the dependent variable, Performance Effectiveness (Y), are valid and reliable, allowing their use in this study. Competence, according to Dessler (2017), refers to personal characteristics such as knowledge, skills, and personal behavior like leadership. Wibowo (2016) asserts that competence is the ability to carry out a task based on skills, knowledge, and supported by the work attitude required by the task. Competence is crucial in a company as it sets standards for knowledge, skills, and abilities in a specific field used during employee recruitment and promotion processes. Competence also facilitates performance description and employee mapping. The SPSS test results indicate that the Competence variable (X1) significantly and positively influences Performance Effectiveness (Y), with a t-value of 10.292 > 2.036 and a significance level of 0.000 < 0.05. The regression coefficient is 1.278, confirming the positive and significant impact of Competence (X1) on Performance Effectiveness (Y). Therefore, H_{a1} is accepted, and H_{01} is rejected. Therefore, the study is in line with Astuti (2020) that revealed a statistically significant and positive impact of competence on employee performance. This finding resonates with the current investigation, where Competence (X1) demonstrated a positive and statistically significant influence on Performance Effectiveness (Y).

4.2.2. The Influence of Reward (X2) on Employee Performance (Y)

The tested data confirm the validity and reliability of all statements in the independent variables, Competence (X1) and Reward (X2), as well as in the dependent variable, Performance Effectiveness (Y), making them suitable for this study. Reward is a crucial element to motivate employees to contribute their best ideas and innovations for

better business functions, leading to improved company performance, both financially and non-financially. Rewards provided by organizational leaders serve as a motivational tool, encouraging high morale and achievement in attaining organizational goals. However, in the case of PTPN III Medan's HR department, rewards do not affect Performance Effectiveness. The SPSS results show a t-value of -2.036 for the Reward (X2) variable on Performance Effectiveness (Y), with a significance level of $0.010 < 0.05$. The regression coefficient is -0.398, indicating that Reward (X2) does not significantly and positively impact Employee Performance (Y). Consequently, H02 is accepted, and Ha2 is rejected. In addition, Prasetyo (2020) work indicated that both competence and the work environment significantly and partially influenced employee performance. This corresponds with the current study's findings, specifically that Competence (X1) positively affects Performance Effectiveness (Y), and Reward (X2) does not significantly impact Employee Performance (Y).

4.2.3. The Influence of Competence (X1) and Reward (X2) on Performance Effectiveness (Y)

The tested data affirm the validity and reliability of all statements in the independent variables, Competence (X1) and Reward (X2), and in the dependent variable, Performance Effectiveness (Y), making them suitable for this study. Competence, defined as an individual's ability to perform a task correctly and excel based on knowledge, skills, and attitude, has been shown to influence Performance Effectiveness positively. On the other hand, Reward, as an appreciation for professional employees, does not significantly affect Performance Effectiveness. The simultaneous hypothesis test results reveal a correlation coefficient (R) of 0.888, indicating a strong relationship between Competence (X1) and Reward (X2) on Performance Effectiveness (Y) at 88.8%. The Adjusted R Square value of 0.775 or the coefficient of determination shows that Competence (X1) and Reward (X2) collectively contribute to 77.5% of Performance Effectiveness (Y), with the remaining 22.5% influenced by other factors beyond the scope of this study. In contrast, Hidayat (2018) shows that reward and punishment have a positive and significant effect on work discipline, which then has an impact on employee performance. In contrast, in the current study, the Reward variable (X2) did not show a statistically significant and positive impact on Employee Performance (Y).

5. CONCLUSION

The research findings affirm that competence (X1) significantly and positively influences the performance effectiveness (Y) of employees in the HR department of PTPN III Medan. The robust statistical evidence, including a t-value of 10.292, a significance level of 0.000, and a regression coefficient of 1.278, supports the acceptance of the hypothesis (Ha1). Conversely, the study reveals that rewards (X2) do not exert a significant positive impact on employee performance effectiveness (Y), aligning with the formulated hypothesis (Ho2). The t-value of -2.737, a significance level of 0.010, and a regression coefficient of -0.398 collectively indicate the lack of a substantial relationship between rewards and performance effectiveness in this organizational context.

As a suggestion for future research, it would be valuable to delve deeper into the specific factors influencing the relationship between rewards and performance effectiveness within the unique organizational context of PTPN III Medan. Exploring

additional variables, such as organizational culture or leadership styles, could provide insights into the nuanced dynamics at play. Additionally, a qualitative investigation, through interviews or focus group discussions, may capture employees' perspectives and shed light on the subjective aspects of how rewards are perceived and their potential impact on performance. Such nuanced insights could contribute to the development of targeted strategies for enhancing employee motivation and performance in the HR department of PTPN III Medan.

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