

UDC 331

**THE INFLUENCE OF REWARDS AND PUNISHMENTS ON PERFORMANCE
WITH MOTIVATION AS THE MEDIATING VARIABLE: A STUDY ON THE EMPLOYEES
OF KUSUMA AGROWISATA BATU**

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ABSTRACT

Employee rewards and employee punishments are closely related to motivation, which will have an impact on Employee Performance as well. Employee performance affects the achievement of the company's upcoming success. Employee performance improvement is required to achieve the company goals. This research aims to examine the influence of employee rewards on employee motivation, employee rewards on employee performance, employee punishments on employee motivation, employee punishments on employee performance, and employee motivation on employee performance. The research type is explanatory research with a quantitative approach. The population of this research was 177 employees of Kusuma Agrowisata Batu. Samples of this research were 64 employees based on Slovin's formula calculation. The sampling technique was proportional random sampling by taking samples from every division in Kusuma Agrowisata Batu. Data was collected through questionnaires and documentation. Data analysis method was descriptive statistics analysis and inferential statistics using path analysis with t-test as the hypothesis testing.

KEY WORDS

Employee rewards, employee punishments, employee motivation, employee performance.

According to Moehariono (2009), the main purpose of each organization in designing a reward system is to motivate employees in order to improve the performance and make competent employees stay in the company. Gibson et al. (2000, in Wibowo, 2007) state the main purpose of the rewards programs is to attract competent people to join the organization, maintain employees to come to work, and motivate employees to achieve performance. Thus, rewards are the recognition and reinforcement given by companies to employees for their performance both financial rewards such as salaries/pays, bonuses, and commissions as well as non-financial rewards such as self-appreciation and leader's attention. Not only the reward factors that need to be considered by companies to improve employee performance, but companies also give punishments to employees who make mistakes.

Punishments can be interpreted as actions or sanctions for employees who commit violations. According to Ivancevich, Konopaske, and Matteson (in Gania, 2006), "Punishments are the action of presenting unpleasant or undesirable consequences as the result of particular behaviors". Punishments given by companies have positive and negative effects. The positive effects of punishments are employees become aware of their mistakes and strive to get better. The negative effects of punishments are employee performance will decrease because employees feel that their performance is underappreciated and undervalued by companies. Companies must thoroughly apply the appropriate punishments to employees violating the previously socialized rules. Punishments given are intended to have a deterrent effect on employees who made mistakes so that employees become disciplined in delivering their work.

The implementation of employee rewards and punishments is believed to affect employee work motivation. According to Buhler (2004, in Narmodo and Wadji, 2008), work motivation is defined as the process that determines how much effort will be dedicated in delivering work. Low motivation can make high-quality individuals have poor performance. Conversely, high motivation can make average individuals have amazing performance. Motivation can be said as the reinforcement for someone to improve performance.

According to Mangkunegara (2009), performance is the quality and quantity of work results achieved by employees in managing their duties corresponding to the assigned responsibilities. Employee performance influences companies' success. Therefore, the quality of employee performance must always be maintained and improved. Creating high performance requires an optimal performance improvement and ability to utilize the human resource potential owned by employees to achieve organizational goals. Basically, people's motivation to work is to fulfill their needs. Rewards and punishments are used as a form of leaders' reaction to employee performance. Rewards and punishments are very important in motivating employee performance because through rewards and punishments employees will become more qualified and responsible for the assigned tasks.

Kusuma Agrowisata engages in tourism, hospitality, plantations, and industry sectors. Kusuma Agrowisata Batu is an agro-tourism that provides hotel facilities in which visitors can stay and enjoy the provided facilities, in addition to buying products from the Kusuma Agrowisata industry. Products sold are also the results of the Kusuma Agrowisata Batu plantations. Tourism area of Kusuma Agrowisata Batu is located at an altitude of \pm 1000 meters above sea level with cool air. In Kusuma Agrowisata, visitors can pick the fresh fruits directly from the trees while walking around accompanied by a guide from Kusuma Agrowisata. Kusuma Agrowisata has several available facilities. In addition to agro-tourism, there are other facilities such as waterpark, hotel, villa, and industry (<http://www.agrowisata.id/>).

Kusuma Agrowisata Batu is a company that not only offers products in the form of goods but also offers services such as hospitality and picking fruit. For this reason, bonus items on the reward indicator do not become a benchmark for employee performance because the bonus can only be determined by the number of visitors in Kusuma Agrowisata Batu ("History of Kusuma Agrowisata", n.d. Documents Not Published). Based on these conditions, the researchers feel the need to conduct research on the effectiveness and efficiency of employee rewards and employee punishments on employee performance with motivation as the mediating variable applied by Kusuma Agrowisata.

LITERATURE REVIEW

Rewards. According to Mahmudi (2005), rewards are the positive assessment for employees. Every individual or group having high performance needs to get rewards. The main components of the reward system consist of the following elements:

Salary and Salary Bonus. They are the most important components for employees. Salaries, in this case, include basic salaries and additional financial compensation in the form of bonuses and shares. High-performance rewards can be given in the form of salary increases, bonuses or shares. Salary packages offered in rewards include the following components: Increase in basic salary; Additional honorarium; Short-term incentives; Lump sum salary; Long-term incentives.

Welfare. Welfare can be measured in value. Some welfare programs offered by the organization as rewards for work performance include: Allowances, including positional allowance, health allowance, structural allowance, child education allowance, and old-age allowance; Work facilities such as official vehicles, private drivers, and official residences; Spiritual welfare, such as recreation, holidays, worship packages, and so on.

Career Development. Career development is the performance prospect in the future. Career development is important to be given to employees with satisfactory work performance so that employees have a higher value and are able to present better performance. Career development provides opportunities for employees to enhance their knowledge, skills, and expertise. Giving rewards in the form of career development can take the form of: Assignment for further study; Assignments to participate in training programs, courses, workshops, seminars; Assignment for apprenticeship or comparative study; Psychological and social awards.

Punishments. According to Fahmi (2016), punishments are the sanction received by employees because of their inability in delivering the work as instructed. Every work charged

to an employee is in line with the confirmed provisions in the beginning, especially when the employee signs an agreement to work as stated in the decision letter.

According to Mangkunegara (2000) "punishments are the threat of penalties that aims to improve the performance of the employee offender, maintain the applicable regulations, and provide lessons to the offender". According to Ivancevich et al. in Gania (2006) "punishments are the action of presenting unpleasant or undesirable consequences as the result of particular behaviors". Punishments are the suffering given or caused deliberately by someone after a violation, crime or mistake occurs (Purwanto, 2007)

Employee Performance. According to Mangkunegara (2001), the term employee performance comes from the term Job Performance or Actual Performance. Robbins (2006) states that almost all employee performance measurement considers the following:

- Quality of work which is measured by employee perceptions of the produced quality and work perfection on the employee skills and abilities;
- Quantity which is the employees work total, expressed in terms such as the number of units and the number of completed activity cycles;
- Timeliness which is the activity level in the work completion in accordance with the predetermined time, as seen from the point of coordination with output results and available time maximization for other activities;
- Effectiveness which is the usage level of organizational resources (human, money, technology, and raw materials) carried out optimally with the aim of increasing the results of each unit in the resources use;
- Independence which is the employees' level in delivering their functions in line with work commitment. Independence is a level where employees have employee commitment and responsibility to companies.

Motivation. Douglas McGregor is an American social psychologist who leads a variety of research projects in the motivation and general behavior of the organization members (Hasibuan, 2003). Theory X and Y put forward a real view of humans. The basically negative view is called theory X and the basically positive view is called theory Y. According to theory X in Hasibuan (2003), there are four assumptions held by managers, among others:

- Typically, employees are lazy and do not like to work;
- Generally, employees are less ambitious to achieve optimal performance and always avoid responsibility;
- Employees prefer to be controlled, forced, and supervised to deliver work;
- Employees are more selfish and do not care about company goals.

Contrast to this negative view of human nature, according to Hasibuan (2003), theory Y proposes that:

- Typically, diligent employees consider working as natural as playing and resting;
- Employees can take responsibility and are ambitious to progress in achieving optimal work performance;
- Employees always try to achieve organizational goals and develop themselves to achieve the goals.

Hypotheses:

- H₁: It is assumed that there is a significant influence of rewards (X₁) on Employee Motivation (Z);
- H₂: It is assumed that there is a significant influence of punishments (X₂) on Employee Motivation (Z);
- H₃: It is assumed that there is a significant influence of Employee Motivation (Z) on Employee Performance (Y);
- H₄: It is assumed that there is a significant influence of rewards (X₁) on Employee Performance (Y);
- H₅: It is assumed that there is a significant influence of punishments (X₁) on Employee Performance (Y).

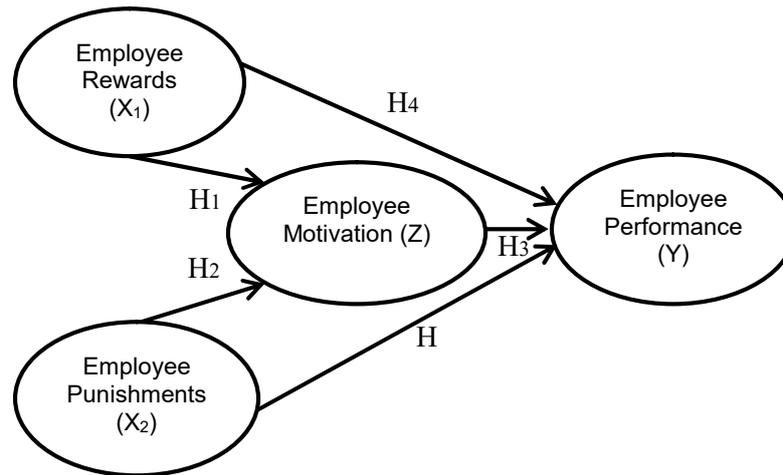


Figure 1 – Hypothesis Model

METHODS OF RESEARCH

This research is explanatory research with a quantitative approach. The research was conducted at Kusuma Agrowisata Batu located on Jl. Abdul Gani Atas, Ngalik, Kota Batu, East Java 65311. The population in this research was 177 employees of Kusuma Agrowisata Batu with the samples of 64 respondents.

RESULTS AND DISCUSSION

Overview of Employee Rewards, Employee Punishments, Employee Motivation, and Employee Performance.

Overview of Employee Rewards. Based on the primary data from questionnaires distributed to 64 Employees of Kusuma Agrowisata Batu, data related to Employee Rewards was obtained. The overall mean of Employee Rewards variable of 4.00 shows the perception of Employee Rewards is considered to be in accordance with employee expectations. It is in line with Fahmi's (2016) theory that Employee Rewards are the form of remuneration given to employees for the accomplished work performance, both financial and non-financial rewards. Employees assume that if they receive employee rewards as they expect, employees can have a better work motivation.

Overview of Employee Punishments. Based on primary data from questionnaires distributed to 64 employees of Kusuma Agrowisata Batu, data related to Employee Punishment was obtained. The overall mean of the Employee Punishment variable of 4.16 shows that the perception of Employee Punishment is considered to be in accordance with employee expectations. It is in line with Mangkunegara's (2000) theory that punishments are the threat of penalties that aims to improve the performance of the employee offender, maintain the applicable regulations, and provide lessons to the offender. Employees consider that punishments are a good form of policy from the leaders to improve employee performance.

Overview of Employee Motivation. Based on primary data from questionnaires distributed to 64 employees of Kusuma Agrowisata Batu, data related to Employee Motivation was obtained. The overall mean of the Employee Motivation variable of 4.03 shows the perception of Employee Motivation is considered to be in accordance with employee expectations. It is in line with Fahmi's (2016) theory that "Motivation is a work behavior activity as an effort to meet the employee needs". In this research, the employees consider the motivation given by the company is in line with their expectations, making it able to improve employee performance.

Overview of Employee Performance. Based on primary data from questionnaires distributed to 64 employees of Kusuma Agrowisata Batu, data related to Employee Performance was obtained. The overall mean of the Employee Performance variable of 4.60 shows the perception of Employee Performance is considered to be in accordance with the company expectations. It is in line with Mangkunegara's (2001: 167) theory that "Employee Performance is the quality and quantity of work results achieved by employees in carrying out their duties corresponding to the assigned responsibilities". In this research, Employee Performance is in line with the leaders' expectations, making it be able to be influenced by Rewards, Punishments, and Motivation variables.

Table 1 – Path Coefficients Test Results of Employee Rewards on Employee Motivation

Independent Variable	Dependent Variable	Standardized Coefficients Beta (β)	t_{count}	Sig
Employee Rewards	Employee Motivation	0.405	3.782	0.000
N = 64				

Source: Data processed, 2018.

The Influence of Employee Rewards (X_1) on Employee Motivation (Z). This research aims to examine the influence of the Employee Rewards variable on the Employee Motivation variable. The results of path analysis show that the Employee Rewards variable has t_{count} of 3.782 with a significant value of 0.000. It proves that H1 is accepted because the value of $t_{count} > t_{table}$ ($3.782 > 1.669$) or the significant value $< 5\%$ ($0.000 < 0.05$). It means that the Employee Rewards variable has a direct and significant influence on the Employee Motivation variable. Standardized Coefficient Beta shows a value of 0.405 or 40.5%. It means that Employee Motivation is influenced by 40.5% of Employee Rewards while the remaining 59.5% is influenced by other variables not included in the studied variables.

The direction of the coefficient is positive which means that the better Employee Rewards are, the higher Employee Motivation will be. It also supports Febrianti's (2014) research results that Employee Rewards have a positive and significant influence on Employee Motivation that is Employee Rewards assumed by employees can increase Employee Motivation. Thus, the higher Employee Rewards are, the higher Employee Motivation will be.

Table 2 – Path Coefficient Test Results of Employee Punishments on Employee Motivation

Independent Variable	Dependent Variable	Standardized Coefficients Beta (β)	t_{count}	Sig
Employee Punishments	Employee Motivation	0.336	3.139	0.003
N = 64				

Source: Data processed, 2018.

The Influence of Employee Punishments (X_2) on Employee Motivation (Z). This research aims to examine the influence of the Employee Punishments variable on the Employee Motivation variable. The results of path analysis indicate that the Employee variable has t_{count} of 3.139 with a significant value of 0.003. It proves that H2 is accepted because the value of $t_{count} > t_{table}$ ($3.139 > 1.670$) or the significant value $< 5\%$ ($0.003 < 0.5$). It means that the Employee Punishments variable has a direct and significant influence on the Employee Motivation variable. Standardized Coefficient Beta value shows a value of 0.336 or 36.6%. It means that Employee Motivation is influenced by 36.6% of Employee Punishments while the remaining 63.4% is influenced by other variables not included in the studied variables.

The direction of the coefficient is positive which means that the better Employee Punishments are, the higher Employee Motivation will be. It also supports Febrianti's (2014) research results that Employee Punishments have a positive and significant influence on Employee Motivation that is Employee Punishments assumed by employees can increase Employee Motivation. Thus, the better Employee Punishments program in the organization is, the higher Employee Motivation will be.

Table 3 – Path Coefficient Test Results of Employee Motivation on Employee Performance

Independent Variable	Dependent Variable	Standardized Coefficients Beta (β)	t_{count}	Sig
Employee Motivation	Employee Performance	0.282	2.353	0.022
N = 64				

Source: Data processed, 2018.

The Influence of Employee Motivation (Z) on Employee Performance (Y). This research aims to examine the influence of the Employee Motivation variable on the Employee Performance variable. The results of path analysis indicate that Employee Motivation variable has t_{count} of 2.353 with a significance value of 0.022. It proves that H3 is accepted because the value of $t_{count} > t_{table}$ ($2.353 > 1.670$) or the significant value $< 5\%$ ($0.022 < 0.05$). It means that the Employee Motivation variable has a direct and significant influence on the Employee Performance variable. Standardized Coefficient Beta value shows a value of 0.282 or 28.2%. It means that Employee Performance is influenced by 28.2% of Employee Motivation while the remaining 71.8% is influenced by other variables not included in the studied variables.

The direction of the coefficient is positive which means that the better Employee Motivation is, the higher the Employee Performance will be. It also supports Febrianti's (2014) research results that Employee Motivation has a positive and significant influence on Employee Performance that is Employee Motivation assumed by employees can improve Employee Performance in the organization. Thus, the higher Employee Motivation is, the higher Employee Performance will be.

Table 4 – Path Coefficient Test Results of Employee Rewards on Employee Performance

Independent Variable	Dependent Variable	Standardized Coefficients Beta (β)	t_{count}	Sig
Employee Rewards	Employee Performance	0.313	2.810	0.007
N = 64				

Source: Data processed, 2018.

The Influence of Employee Rewards (X_1) on Employee Performance (Y). This research aims to examine the influence of the Employee Rewards variable on the Employee Performance variable. The results of path analysis indicate that the Employee Rewards variable has t_{count} of 2.810 with a significance of 0.007. It proves that H4 is accepted because the value of $t_{count} > t_{table}$ ($2.810 > 1.670$) or the significant value $< 5\%$ ($0.007 < 0.05$). It means that the Employee Rewards variable has a direct and significant influence on the Employee Performance variable. Standardized Coefficient Beta value shows a value of 0.313 or 31.3%. It means that Employee Performance is influenced by 31.3% of Employee Rewards while the remaining 68.7% is influenced by other variables not included in the studied variables.

The direction of the coefficient is positive which means that the better Employee Rewards are, the higher Employee Performance will be. It also supports Pratama's (2015) research results that Employee Rewards have a positive and significant effect on Employee Performance that is Employee Rewards assumed by employees can improve Employee Performance in the organization. Thus, the higher Employee Rewards are, the higher Employee Performance will be.

Table 5 – Path Coefficient Test Results of Employee Punishments on Employee Performance

Independent Variable	Dependent Variable	Standardized Coefficients Beta (β)	t_{count}	Sig
Employee Punishments	Employee Performance	0.261	2.418	0.019
N = 64				

Source: Data processed, 2018.

The Influence of Employee Punishments (X_2) on Employee Performance (Y). This research aims to examine the influence of the Employee Punishments variable on the Employee Performance variable. The results of path analysis show that the Employee

Punishments variable has t_{count} of 2.418 with a significance value of 0.019. It proves that H5 is accepted because the value of $t_{\text{count}} > t_{\text{table}}$ ($2.418 > 1.670$) or the significant value $< 5\%$ ($0.019 < 0.05$). It means that the Employee Punishments variable has a direct and significant influence on the Employee Performance variable. Standardized Coefficient Beta shows a value of 0.261 or 26.1%. It means that Employee Performance is influenced by 26.1% of Employee Punishments while the remaining 73.9% is influenced by other variables not included in the studied variables.

The direction of the coefficient is positive which means that the better Employee Punishments is, the higher Employee Performance will be. It also supports Wijayanti's (2012) research results that Employee Punishments have a significant influence on Employee Performance. Thus, the better Employee Punishments are, the higher Employee Performance will be.

The Indirect Influence of Employee Rewards (X_1) and Employee Punishments (X_2) on Employee Performance (Y) through Employee Motivation (Z). The indirect influence of Employee Rewards on Employee Performance through Employee Motivation is 0.114 with calculation:

$$IE = (Pyx_1)(Pyz) = (0.405)(0.282) = 0.114$$

The indirect influence of Employee Punishments on Employee Performance through Employee Motivation is 0.095 with calculation:

$$IE = (Pyx_2)(Pyz) = (0.336)(0.282) = 0.095$$

Total influence of Employee Rewards on Employee Performance through Employee Motivation with (DE + IE) formula is:

$$TE = (DE + IE) = 0.313 + 0.114 = 0.427$$

Total influence of Employee Punishments on Employee Performance through Employee Motivation with (DE + IE) formula is:

$$TE = (DE + IE) = 0.261 + 0.095 = 0.356$$

The research results show that the indirect influence of the Employee Rewards variable on Employee Performance through Employee Motivation is $0.405 \times 0.282 = 0.114$ and the indirect influence of the Employee Punishments variable on Employee Performance through Employee Motivation is $0.336 \times 0.282 = 0.095$. This shows that Employee Rewards and Employee Punishments have a positive influence on Employee Performance through Employee Motivation. The better the implementation of Employee Rewards and Employee Punishments in the organization is, the higher Employee Motivation will be, and thus the employees' wish to leave the company is lower. Employees consider that the organizational support they acquire through various awards, work conditions, justice, and leaders' support will motivate them to improve their performance in the organization. They feel comfortable with the work atmosphere and they will eventually spend their career in the organization. Employees who feel comfortable and have high work motivation will also improve their Work Performance. This is in line with Fahmi's (2016) theory that "Rewards and Punishments have a strong relationship when connected with the real conditions in the field". It means that employees working in companies will get rewards for their hard work, but they will also get sanctions or punishments when they are unable to perform their work according to their ability.

$$R^2_{\text{model}} = 1 - (1 - R^2_1)(1 - R^2_2) = 1 - (1 - 0.349)(1 - 0.440) = 1 - 0.365 = 0.635 \text{ or } 63.5\%$$

The calculation results of the coefficient of determination of the model is 0.635 or 63.5% which means that the model contribution to explain the structural relationship of the three studied variables is 63.5%, while the remaining 36.5% is explained by other variables not included in this research.

CONCLUSION

Based on the descriptive analysis results, Employee Rewards acquired by the employees of Kusuma Agrowisata Batu are good. The organization provides support for the employees, so the employees provide feedback in the form of high motivation and maximum performance. Descriptive analysis results indicate that Employee Rewards obtained by the employees of Kusuma Agrowisata Batu are good. It can be seen from the employees having a long working period and a high motivation to improve their performance in the company. Descriptive analysis results show that Employee Performance of the employees of Kusuma Agrowisata Batu is good. It can be seen from the employees work results in accordance with company standards and targets.

Based on the descriptive analysis results, Employee Punishments obtained by the employees of Kusuma Agrowisata Batu are good. The organization provides support for the employees, so the employees provide feedback in the form of high motivation and maximum performance. Descriptive analysis results show that Employee Punishments obtained by the employees of Kusuma Agrowisata Batu are good. It can be seen from the employees having a long working period and a high motivation to improve their performance in the company. Descriptive analysis results show that Employee Performance of the employees of Kusuma Agrowisata Batu is good. It can be seen from the employees work results in accordance with company standards and targets.

Employee Rewards (X_1) have a significant and positive influence on Employee Motivation (Z). The direction of the coefficient is positive which means that the better Employee Rewards are, the higher Employee Motivation (Z) will be.

Employee Punishments (X_2) has a significant and positive influence on Employee Motivation (Z). The direction of the coefficient is positive which means that the better Employee Punishments are, the higher Employee Motivation (Z) will be.

Employee Motivation (Z) has a significant and positive influence on Employee Performance (Y). The direction of the coefficient is positive which means that the better Employee Motivation (Z) is, the higher the Employee Performance (Y) will be.

Employee Rewards (X_1) and Employee Punishments (X_2) have a significant and positive influence on Employee Performance (Y). The direction of the coefficient is positive which means that the better Employee Rewards (X_1) and Employee Punishment (X_2) are, the higher the Employee Performance (Y) will be.

Suggestions. Suggestions for Kusuma Agrowisata Batu are in accordance with the research results. The lowest value in the Employee Rewards variable is the item of Employees Get Salaries in Accordance with Expertise Skills. Thus, the company is expected to adjust the provided salary with the employees' skills to make the employees more motivated in improving their performance. The lowest value in the Employee Punishments variable is the item of Employee Will Get Written Warning When Making a Work Mistake. Thus, the company is expected to give more written warnings if employees commit violations to give a deterrent effect on employees and push them to stop making the same mistakes. The lowest value in Employee Motivation variable is the item of the Employees Need Decisions from the Leaders. It is expected that the leaders can give decisions for the employees in completing the work to make employees feel more attention. The lowest value in the Employee Performance variable is the item of the Employees Ability to Complete Work according to the predetermined time. This shows that Employees need more motivation to complete the work in accordance with the time set by the company. Suggestion for Further Research: It is expected that further research conducting the same research or problem can further develop and investigate other variables that might affect Employee Performance.

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