

The Effect of Rewards, Punishments, and Organizational Culture on the Performance of Marketing Financing Employees at PT Bank Syariah Indonesia Regional 3 Palembang

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ABSTRACT

This research conducted to empirically evaluate the impact of the system of reward, punishment, and organization culture on the performance of marketing financing employees at PT. Bank Syariah Indonesia Regional 3 Palembang. This research employed a quantitative approach using survey methods with 238 respondents from the marketing financing division. The data were analyzed using multiple linear regression to test the simultaneous and partial influence of independent variables (reward, punishment, and organization culture) on the dependent variable (employee performance). Based on the data obtained it shows that rewards it has a positive and significant impact on the quality of employee work, while punishment shows a negative but significant impact on their perform. The proper implementation of rewards, punishments, and organizational culture by a company can improve employee performance.

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1. INTRODUCTION

Islamic banks are financial institutions that function in accordance with Islamic (Sharia) principles. As Indonesia's sharia-based economy continues to expand, Islamic banking has also seen substantial growth. A major turning point in this development occurred in 2021, when three state-owned Islamic banks BNI Syariah, BRI Syariah, and Bank Syariah Mandiri—were merged to form PT Bank Syariah Indonesia (BSI). This strategic unification aimed to establish BSI as the largest Islamic bank in the country, enhancing its ability to compete both domestically and internationally [1]. To maintain a competitive edge and deliver high-quality services, banks depend on employees who consistently perform at a high level. Various factors influence employee performance, including the reward system, disciplinary measures, and the prevailing organizational culture. Rewards are a form of recognition for achievements, while punishments act as corrective measures for rule violations or misconduct.

Organizational culture reflects the values, unwritten rules, and beliefs held in common by all elements of the organization behaviors that guide employees' actions and thinking within the organization [2]. BSI incorporates these three components in its human resource practices, notably through the implementation of the AKHLAK core values, which have been adopted across all state-owned enterprises. These values include Amanah (Trustworthiness), Kompeten (Competence), Harmonis (Harmony), Loyal (Loyalty), Adaptif (Adaptability), and Kolaboratif (Collaboration).[3] However, challenges remain, as not all employees exhibit optimal performance. Issues such as disciplinary breaches, poor adherence to organizational values, and perceptions of inadequate or unfair reward and punishment systems persist.

Employee recognition plays a key role in job satisfaction, motivation, and productivity [4]. This situation is reflected in BSI Regional 3 Palembang, particularly within the Marketing Financing division, which handles client acquisition and financing services. Internal reports have revealed a decline in performance rankings for certain segments—such as retail consumer and pawn financing between 2023 and 2024. Although there have been improvements in SME and consumer financing, the inconsistencies point to underlying issues in human resource management, especially concerning rewards, disciplinary practices, and workplace culture [5]. This research is significant because its findings are expected to offer actionable insights for leadership in crafting policies that better motivate employees and improve performance, thereby supporting the organization in achieving its strategic objectives. These concerns have prompted the researcher to explore how rewards, punishments, and organizational culture influence the performance of employees in the Marketing Financing division at PT Bank Syariah Indonesia Regional 3 Palembang.

2. METHOD

In its implementation, this study is based on a quantitative approach, method with a correlational (associative) design. The study population includes all employees working in the marketing financing division at PT Bank Syariah Indonesia Regional 3 Palembang, totaling 587 individuals [6]. A proportionate random sampling technique was employed, resulting in a sample size of 238 participants. Data were gathered through a questionnaire based on a Likert scale, and the responses were transformed using the Method of Successive Intervals (MSI). In an effort to guarantee the quality of the data obtained the instruments in this study have been tested for validity to measure accuracy, as well as for reliability to assess the consistency of the measurement result [7]. Data is analyzed using multiple linear regression using the SPSS application, preceded by testing classical assumptions such as normality, multicollinearity, heteroscedasticity, and autocorrelation—were performed to confirm the model's adequacy. The final analysis involved applying multiple linear regression to evaluate the impact of the independent variables—namely rewards, punishments, and organizational culture on the dependent variable, which is the perform of employees in the marketing financing unit [8].

3. RESULTS AND DISCUSSION

3.1 Results

3.1.1 Instrument Testing

Table 1. Validity Test

<i>Variable</i>	<i>Question Item</i>	<i>r-calculated</i>	<i>r-table</i>	<i>Description</i>
<i>Reward (X1)</i>	1	0,649	0,1272	Valid
	2	0,606	0,1272	Valid
	3	0,730	0,1272	Valid

<i>Variable</i>	<i>Question Item</i>	<i>r-calculated</i>	<i>r-table</i>	<i>Description</i>
	4	0,836	0,1272	Valid
	5	0,716	0,1272	Valid
	6	0,847	0,1272	Valid
	7	0,761	0,1272	Valid
	8	0,809	0,1272	Valid
<i>Punishment (X2)</i>	1	0,713	0,1272	Valid
	2	0,642	0,1272	Valid
	3	0,719	0,1272	Valid
	4	0,661	0,1272	Valid
	5	0,546	0,1272	Valid
	6	0,521	0,1272	Valid
	7	0,643	0,1272	Valid
	8	0,512	0,1272	Valid
	9	0,608	0,1272	Valid
<i>Organizational culture (X3)</i>	1	0,637	0,1272	Valid
	2	0,656	0,1272	Valid
	3	0,621	0,1272	Valid
	4	0,645	0,1272	Valid
	5	0,522	0,1272	Valid
	6	0,657	0,1272	Valid
	7	0,645	0,1272	Valid
	8	0,696	0,1272	Valid
	9	0,615	0,1272	Valid
	10	0,550	0,1272	Valid
<i>Employee Performance (Y)</i>	1	0,594	0,1272	Valid
	2	0,649	0,1272	Valid
	3	0,645	0,1272	Valid
	4	0,654	0,1272	Valid
	5	0,616	0,1272	Valid
	6	0,475	0,1272	Valid
	7	0,519	0,1272	Valid
	8	0,566	0,1272	Valid
	9	0,568	0,1272	Valid
	10	0,649	0,1272	Valid

<i>Variable</i>	<i>Question Item</i>	<i>r-calculated</i>	<i>r-table</i>	<i>Description</i>
	11	0,646	0,1272	Valid
	12	0,660	0,1272	Valid
	13	0,625	0,1272	Valid
	14	0,590	0,1272	Valid
	15	0,483	0,1272	Valid
	16	0,540	0,1272	Valid

Source: Processed using SPSS (2025)

The analysis conducted using SPSS revealed that all items related to the variables X1 (reward), X2 (punishment), X3 (organizational culture), and Y (employee performance) have correlation coefficients greater than the critical r-value of 0,1272.[9] This indicates that each item is significantly and positively correlated with the total score of its corresponding variable. Therefore, all items are considered valid and suitable for inclusion in the subsequent stages of the study.

Table 2 Reliability Test

Variabel	Cronbach's Alpha	Cutt Off	Description
X1 (<i>Reward</i>)	0,881	0,6	Reliabel
X2 (<i>Punishment</i>)	0,796	0,6	Reliabel
X3 (<i>Organizational culture</i>)	0,826	0,6	Reliabel
Y (<i>Employee Performance</i>)	0,877	0,6	Reliabel

Source: Processed using SPSS (2025)

As From the data presented in Table 2, it can be seen that all variables show a larger Cronbach's alpha coefficient value.the threshold of 0,6.[10] More specifically, the alpha values are 0,881 for Reward (X1), 0,796 for Punishment (X2), 0,826 for Organizational Culture (X3), and 0,877 for Employee Performance (Y). These findings confirm that the internal consistency for each variable is within an acceptable range. Thus, the instruments used to measure these variables are considered reliable and suitable for further statistical analysis.

3.1.2 Uji Asumsi Klasik

Table 3 Normality Test – Kolmogorov Smirnov

One-Sample Kolmogorov-Smirnov Test		
		<i>Unstandardized Residual</i>
N		238
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	0,0000000
	<i>Std. Deviation</i>	5,09717217
<i>Most Extreme Differences</i>	<i>Absolute</i>	0,050
	<i>Positive</i>	0,050
	<i>Negative</i>	-0,041
<i>Kolmogorov-Smirnov Z</i>		0,778
<i>Asymp. Sig. (2-tailed)</i>		0,580
<i>a. Test distribution is Normal.</i>		
<i>b. Calculate from data.</i>		

Source: Processed using SPSS (2025)

Table 3 displays the outcome of the normal assessment conducted through the Kolmogorov-Smirnov test, which produced an Asymp. Sig value of 0,580. Since this value exceeds the 0,05 significance level, it can be inferred—according to the decision criteria—that the standardized residual are normally distribution.[11]

Table 4. Results of Heteroscedasticity Test Using Glejser Method

<i>Coefficients^a</i>	
Model	Sig.
(Constant)	0,256
X1 Reward	0,321
X2 Punishment	0,472
X3 Organizational culture	0,363
a. Dependent Variable: abs_res	

Source: Processed using SPSS (2025)

Table 4 presents the study of the heteroscedasticity test performed using the Glejser method, revealing significance values of 0,321 for Reward (X1), 0,472 for Punishment (X2), and 0,363 for Organizational Culture (X3). Since all values exceed the 0,05 significance threshold the, analysis carried out stated that the regression model did not contain heteroscedasticity issues.[12]

Table 5 Results of Multicollinearity Test

<i>Coefficients^a</i>		
Model	<i>Collinearity Statistics</i>	
	<i>Tolerance</i>	<i>VIF</i>
(Constant)		
X1 Reward	0,984	1,016
X2 Punishment	0,946	1,057
X3 Organizational culture	0,949	1,054
a. Dependent Variable: Y_Employee Performance		

Source: Processed using SPSS (2025)

As illustrated in Table 5, the multicollinearity test conduct use Tolerance and Variance Inflation Factor (VIF) values shows that the tolerance scores are 0,984 for Reward (X1), 0,946 for Punishment (X2), and 0,949 for Organizational Culture (X3), all exceeding the minimum acceptable value of 0,1. Correspondingly, the VIF values are 1,016 for X1, 1,057 for X2, and 1,054 for X3, each falling well below the maximum threshold of 10.[13] These findings indicate that multicollinearity is not present in the regression model.

Table 6 Durbin-Watson Autocorrelation Test

<i>Model Summary^b</i>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.462 ^a	.213	.203	5.130	1.493
a. Predictors: (Constant), X3 Organizational culture, X2 Punishment, X1 Reward					
b. Dependent Variable: Y_Employee Performance					

Source: Processed using SPSS (2025)

Table 6 shows that the autocorelation test, conducted using the Durbin-Watson method,

produced a value of 1.493. Since this value lies within the acceptable range of -2 to 2, it suggests that the regression model does not suffer from autocorrelation.

Tabel 7 Multiple Linear Regression Analysis Results

<i>Coefficients^a</i>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40,395	5,190		7,784	0,000
	X1 Reward	0,365	0,089	0,239	4,096	0,000
	X2 Punishment	-0,257	0,106	-0,145	-2,434	0,016
	X3 Organizational culture	0,496	0,089	0,332	5,581	0,000

a. Dependent Variable: Y Employee Performance
 Source: Processed using SPSS (2025)

As presented in Table 7, the values of the constant and regression coefficients form the following multiple linear regression equation:

$$Y = 40,395 + 0,365\beta_1 - 0,257\beta_2 + 0,496 \beta_3 + e$$

The following is a description of the regression equation obtained :

- The constant term (a) of 40.395 represents the predicted values of employee performance when all independent variables—reward (X1), punishment (X2), and organizational culture (X3)—are set to zero. This value serves as the baseline performance level in the absence of any influence from the independent variables.
- The coefficient for the reward variable (X1) is 0.365, there is a positive influence with employee performance. Shows that each change is one unit reward is associated with a 0.365-unit rise in performance, this is other variable remain constant.
- The coefficient for punishment (X2) is -0.257, reflecting a negative impact on performance. This suggests that a one unit intensify in punishment leads to a decrease of 0.257 units in employee performance, when other variables are held constant.
- The organization culture variable (X3) has a coefficient of 0.496, indicating a positive effect. This means that a one-unit improvement in organizational culture is expected to enhance employee performance by 0.496 units, provided all other variables stay the same.

The correlation coefficient and coefficient of determination are analyzed to evaluate the overall the level of closeness of The correlation or association that exists between the independent variable as the influencing element and the dependent variable as the influenced element, to find out how large a proportion of changes in the dependent The dependent variable is significantly explained by the independent variable through the regression model approach used.

Table 8. Correlation Coefficient (r)

<i>Model Summary</i>		
Model	R	Sig. F Change
1	0,462 ^a	0,000

a. Predictors: (Constant), X1_Reward, X2_Punishment, X3_Organizational culture
 Source: Processed using SPSS (2025)

The results of the correlation coefficient analysis reveal a correlation value of 0.462 with a significance level (Sig. F Change) of 0.000, which is below the 0.05 threshold. Based on standard interpretation criteria, a coefficient in the range of 0.400 to 0.4999 is considered to reflect a moderate correlation. This indicates that the relationship between Reward (X1), Punishment (X2), and Organizational Culture (X3) and the performance of Marketing Financing employees at PT Bank Syariah Indonesia Regional 3 Palembang falls within the moderate category.

Table 9. Coefficient of Determination (R²)

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,462 ^a	0,213	0,203	5,130
a. Predictors: (Constant), X1_Reward, X2_Punishment, X3_Organizational culture				

Source: Processed using SPSS (2025)

As shown in Table 9, the adjusted R square (Adj R²) value is 0.203, indicating that the independent variable—Reward (X1), Punishment (X2), and Organizational Culture (X3)—account for 20.3% of the variation in the performance of Marketing Financing employees at PT Bank Syariah Indonesia Regional 3 Palembang. The remaining 79.7% is attributed to other factors not examined within the scope of this regression model.

3.1.3 Hypothesis Testing Results

The F-test for model fit is used to determine assess the overall feasibility of the regression model in estimating the dependent variable (Y), which in this watchfullnes is the performance of marketing financing employees.

Table 10. Results of ANOVA

<i>ANOVA^a</i>						
Model		Sum of Squares	df	Mean Square	F	sig.
1	Regression	1671,460	3	557,153	21,173	0,000 ^b
	Residual	6157,536	234	26,314		
	Total	7828,996	237			
a. Dependent Variable: Y_Employee Performance						
b. Predictors: (Constant), X1_Reward, X2_Punishment, X3_Organizational Culture						

Source: Processed using SPSS (2025)

Table 10 presents an F-calculated value of 21.173. At a 5% significance level, with degree of freedom $df = (n - k) = (238 - 4) = 234$ and $(k - 1) = (4 - 1) = 3$, the corresponding F-critical value is 2.64. Since the calculated F value (21.173) exceeds the critical F value (2.64), and the significance level is 0.000—below the 0.05 threshold— This indicates that the variable Reward (X1), Punishment (X2), and Organizational Culture (X3) collectively exert a statistically significant influence on the performance of Marketing Financing employees at PT Bank Syariah Indonesia Regional 3 Palembang.

The partial t-test is employed to assess the individual impact of each independent variable on the dependent variable. In this context, it evaluates how reward (X1), punishment (X2), and organizational

culture (X3) independently affect the performance of marketing financing employees (Y).

Table 11. Individual Parameter Significance Test (t-Test)

<i>Coefficients^a</i>						
Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.	
	B	Std. Error	Beta			
1	<i>(Constant)</i>	40,395	5,190		7,784	0,000
	X1 <i>Reward</i>	0,365	0,089	0,239	4,096	0,000
	X2 <i>Punishment</i>	-0,257	0,106	-0,145	-2,434	0,016
	X3 <i>Organizational Culture</i>	0,496	0,089	0,332	5,581	0,000

a. *Dependent Variable: Y Employee Performance*

Source: Processed using SPSS (2025)

t-Test (Partial Test) Results:

Referring to Table 11, the t-table value at a 5% significant level ($\alpha = 0.05$) with The value of degrees of freedom (df) is determined based $(n - k) = (238 - 4) = 234$ is 1.970. The t-test results for each independent variable are as follows:

- Based on the output from SPSS version 21.0, the Reward variable (X1) produces a t-statistic of 4.096 with a significant value of 0.000. According to the hypothesis testing criteria, the hypothesis is accepted if the t-statistic exceeds the critic value or if the p-value is below 0.05. Since $4.096 > 1.970$ and $0.000 < 0.05$, it can be concluded that Reward (X1) has a statistically significant and positive impact on the performance of Marketing Financing employees at PT Bank Syariah Indonesia Regional 3 Palembang.
- The Punishment variable (X2) yields a t-statistic of -2.434 with a p-value of 0.016. As the negative t-value is small than the negative critical value $(-2.434 < -1.970)$ and the significant level is below 0.05, this result indicate that Punishment (X2) has a significant negative effect on employee perform.
- The Organizational Culture variable (X3) shows a t-statistic of 5.581 and a significant level of 0.000. Since the t-value is greater than the critical value $(5.581 > 1.970)$ and the significance level is well below 0.05, it can be inferred that Organizational Culture (X3) has a positive and statistically significant influence on the performan of Marketing Financing employees at PT Bank Syariah Indonesia Regional 3 Palembang.

3.2 DISCUSSION

From the results of the analysis, it can be concluded that the t-value for the Reward variable (X1) exceeds the critical t-value $(4.096 > 1.970)$, with a significance level of 0.000, which is below the 0.05 threshold. This suggests that Reward (X1) has a statistically significant and positive influence on the performance of Marketing Financing employes at PT Bank Syariah Indonesia Regional 3 Palembang. The implication is that increased rewards lead to improved employee performance. These findings are consistent with the Goal Setting Theory introduced by Locke and Latham (1968), which posits that rewards can enhance performance by reinforcing employee commitment to achieving specific objectives. When employees recognize that rewards—such as promotions, incentives, or public recognition—are tied to goal attainment, both their internal and external motivation increases.

Rewards serve as drivers for employees to set more ambitious goals, knowing that tangible benefits are associated with successful outcomes. This result is further supported by Utami, Wirayuda, and Saraswati (2024), who also reported that rewards have a significant and positive effect on employee

performance [14]. The study also shows that the t-value for the Punishment variable (X2) is less than the t-table value ($-2.434 < -1.970$), with a significance level of 0.016, which is under the 0.05 threshold. This indicates that Punishment (X2) has a significant and negative effect on employee performance. In this context, a negative impact means that increased punishment is associated with a decline in performance. Excessive disciplinary measures may discourage employees, resulting in reduced motivation and lower productivity. However, when used appropriately, punishment can enforce discipline and accuracy in task execution, potentially improving outcomes. These results align with Goal Setting Theory, which emphasizes very important at specific and measurable the main focus is directed to performance by focusing effort, maintaining motivation, and encouraging persistence. From a reinforcement perspective, the presence of punishment may push employees to adjust their behavior and improve performance to avoid negative consequences. This is consistent with findings from Raymond, Sayrani, and Zuhairi (2024), who also concluded that punishment have a significant negatif impact has implications for employee perform [15].

Furthermore, the Organizational Culture variable (X3) shows a t-value of 5.581, having a t-table result that shows a larger number value of 1.970, with a significance level of 0.000. This confirms that Organizational Culture (X3) significantly and positively affects the perform of Marketing Financing employees at PT Bank Syariah Indonesia Regional 3 Palembang. A strong and well-established organizational culture promotes higher employee performance. This is in line with Goal Setting Theory, which highlights the character a shared culture framework in fostering alignment, motivation, and commitment to achieving work-related goals. Employees who embrace and act in accordance with organizational values are more likely to engage in behaviors that contribute to overall organizational success. These findings are supported by Luthfiana (2024), who also found The relationship between organizational culture and employee perform shows a significant positive direction. [16].

4. CONCLUSION

The study aimed to investigate and evaluate the impact of the independent variable—reward, punishment, and organizational culture—on the dependent variable, which is the perform of marketing financing employees. The following is a summary of the main point of the study that has been conducted.:

1. Reward demonstrates a significant and positive influence on the perform of marketing financing employees at PT Bank Syariah Indonesia Regional 3 Palembang. This suggests that increased employee rewards are associated with improved performance and greater contributions to organizational success.
2. Punishment shows a significant but have a detrimental impact on employee work perform. There is an increasing trend punishment increases, employee performance tends to decline. Frequent disciplinary actions may negatively affect motivation and diminish productivity.
3. Organization Culture exerts a significant and positive impact on employee perform. This indicates that a strong and cohesive organizational culture promotes more effective employee behavior, leading to enhanced performance outcomes.

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