

THE INFLUENCE OF REWARD AND PUNISHMENT SYSTEM, MOTIVATION, AND WORK ENVIRONMENT TOWARD THE PERFORMANCE OF EMPLOYEE

(Case Study of PT. Aseli Dagadu Djokdja)

A THESIS

Presented as Partial Fulfillment of the Requirement to Obtain

the Bachelor Degrees in Accounting Department



By

DIAH RAHMAWATI C.U

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**DEPARTMENT OF ACCOUNTING
INTERNATIONAL PROGRAM
ISLAMIC UNIVERSITY OF INDONESIA
YOGYAKARTA**

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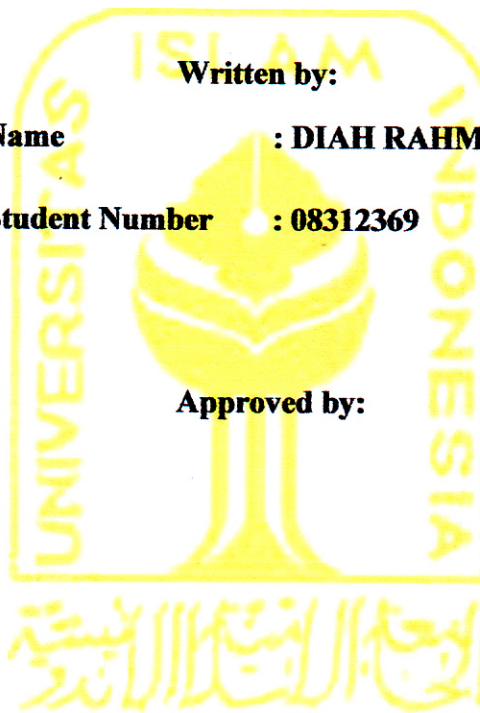
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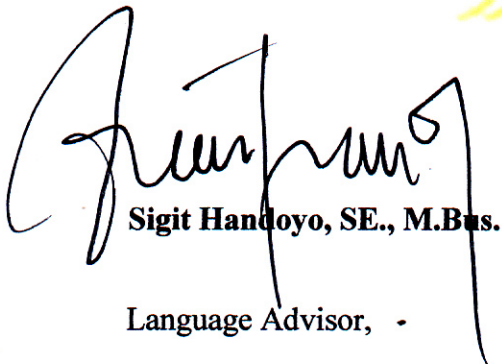
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A BACHELOR DEGREE THESIS

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Defended before the Board of Examiners

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and Declared Acceptable

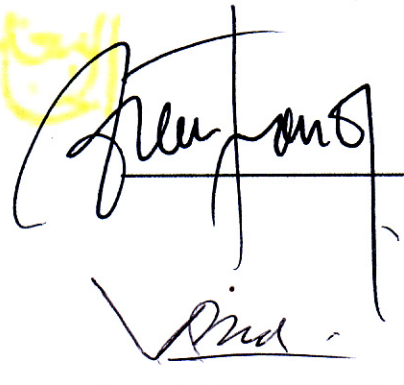
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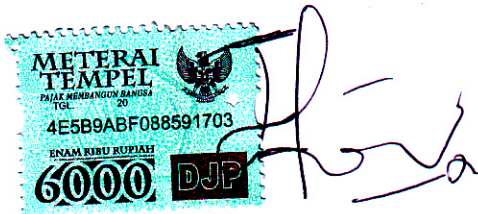
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DECLARATION OF AUTHENTICITY

Herein I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas or expression without acknowledgment. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, September 12th, 2012



Diah Rahmawati C.U

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ABSTRACT

The existence of human resource in the company has a very important role for running the company's activities so that, performance of employee need to be improved. In a way of increasing employee's performance, company takes some ways such as giving a proper compensation, motivation, create a support working environment, giving reward and punishment, education, and training. This research was held in PT. Aseli Dagadu Djokdja that use Reward and Punishment System, Motivation and Work Environment as Independent Variable, and Performance as Dependent Variable. The goal of this research is to analysis the influence of reward and punishment system, motivation, and work environment toward the performance of employee. Sample that used in this research are 60 PT. Aseli Dagadu Djokdja's employees. This study tests three hypotheses related to the influence of perception about reward and punishment system, perception about motivation, and perception about work environment toward the performance of employee. Data obtained were analyzed by using multiple regression analysis. The results of this study indicate that: (1) The perception about reward and punishment has positively significant influence toward the performance of employee (2) The perception about motivation has positively significant influence toward the performance of employee (3) The perception about work environment has positively significant influence toward the performance of employee.

Key Words:

Reward and Punishment System, Perception about Motivation, Perception about Work Environemrnt, Performance of Employee.

ABSTRAKSI

Keberadaan sumber daya manusia dalam perusahaan memiliki peran yang sangat penting untuk menjalankan kegiatan perusahaan sehingga, kinerja karyawan perlu ditingkatkan. Dengan cara meningkatkan kinerja karyawan, perusahaan mengambil beberapa cara seperti memberikan kompensasi yang layak, motivasi, menciptakan lingkungan kerja yang mendukung, memberikan penghargaan dan hukuman, pendidikan, dan pelatihan. Penelitian ini dilaksanakan di PT. Aseli Dagadu Djokdja yang menggunakan Reward dan Punishment Sistem, Motivasi dan Lingkungan Kerja sebagai Variabel Independen, dan Kinerja sebagai Variabel Dependent. Tujuan dari penelitian ini adalah untuk menganalisis pengaruh sistem penghargaan dan hukuman, motivasi, dan lingkungan kerja terhadap kinerja karyawan. Sampel yang digunakan dalam penelitian ini adalah 60 PT. Aseli Dagadu Djokdja yang karyawan. Penelitian ini menguji tiga hipotesis yang berkaitan dengan pengaruh persepsi tentang sistem penghargaan dan hukuman, persepsi tentang motivasi, dan persepsi tentang lingkungan kerja terhadap kinerja karyawan. Data yang diperoleh dianalisis dengan menggunakan analisis regresi berganda. Hasil dari penelitian ini menunjukkan bahwa: (1) Persepsi tentang hadiah dan hukuman berpengaruh positif signifikan terhadap kinerja karyawan (2) Persepsi tentang motivasi mempunyai pengaruh positif signifikan terhadap kinerja karyawan (3) Persepsi tentang lingkungan kerja memiliki pengaruh positif signifikan terhadap kinerja karyawan.

Kata Kunci:

Reward dan Punishment System, Persepsi tentang Motivasi, Persepsi tentang Lingkungan Kerja , dan Kinerja Karyawan.

CHAPTER I

INTRODUCTION

1.1 STUDY BACKGROUND

Nowadays business world is required to create high performance of the employees for the development of the company. Companies must be able to build and improve the performance in their environment. The company's success is influenced by several factors such as human resource, since it is the subject of overall level from planning up to evaluation that may utilize the other resources owned by an organization or company. The existence of human resource in the company plays an important role. Labor has great potential to run the company's activities. The potential of every human resources that exist in a company should be deployed effectively in order to be able to make an optimal output.

Achievement of corporate goals not only depends on modern equipment, facilities, and infrastructure, but also depends on humans who carry out that work. The success of a company is strongly influenced by the performance of employees. Any organization or company will always try to improve the employee performance with the hope the company's objective will be accomplished.

PT. Aseli Dagadu Djokdja is the company engaged in the manufacturing. The company was started by a group of individuals who had common interest in

the issue of tourism, urban, and appreciation of graphic design, and established the business on January 9, 1994. This study focuses on the employees of PT. Aseli Dagadu Djokdja located in Yogyakarta. High employee performance is expected by the company itself. The more employees that have a high performance, the company's overall productivity will be increased so that the company will be able to survive in global competition.

The employee is required to complete the tasks and responsibilities effectively and efficiently. The success of employee can be measured through customer satisfaction, reduced number of complaints and the achievement of optimal targets. Employee performance in PT. Aseli Dagadu Djokdja can also be measured through the completion of their duties effectively and efficiently along with the employees' performance in their role and function which are linearly and positively related to the success of a company. There are negative factors that can decrease the performance of employees, such as the declining willingness of employees to achieve work performance, lack of timeliness in completion of the work so that less follow the rules, effects coming from the environment, partner who also declined spirit and the absence of examples that should be used as a reference to the achievement of good work performance. All of that is because the decrease in work performance of employees. Factors that can be used to improve performance include reward and punishment system, motivation, and work environment.

Reward and punishment system is a form of encouragement to reinforce a behavior or an effort to stop the behavior that does not give positive effect. As

part of the behavioral approach to this day, the two approaches are very effective in influencing the behavior or performance of people within the company. The reward system is one of tools to increase motivation of employees. This method can associate behavior and act someone with the feeling of happy, comfortable, and usually can make him or her do a good behavior continuously. Beside motivation, reward has a purpose to make someone become more active in correcting and improving the achievement that has been reached. While punishment can be defined as a conviction, penalty or doubt that is given when there is a violation.

Naturally either reward or punishment system together are needed to motivate someone, including to motivate human resources in increasing the quality of performance. Both systems are the reaction from the supervisor toward performance and productivity represented by employees i.e. punishment for bad behavior and reward for good behavior. Seen from the function, reward and punishment has the purpose to make someone better, more quality, and responsible for the task and also teach a person to commit.

Besides reward and punishment system, motivation also can give a significant contribution in developing the quality of employee performance. Motivation is encouragement, effort, and desire within the human that activate give power, and direct behavior to carry out tasks within the scope of work (Hakim, 2006). Robbins (2006) defines motivation as a process that will determine the intensity, direction, and perseverance in the pursuit of individual goals. Motivation is a process that begins from the strength in terms of

physiological and psychological or behavioral needs that result in encouragement aimed at a goal or incentive (Moekijat, 2001 in Hakim, 2006). Several researchers have examined the relationship between motivation to employee performance, including Suharto and Cahyono (2005), Hakim (2006). The influence of motivation toward performance indicated the same result that the relationship between motivations to employee performance showed a positive and significant relationship.

In addition, the work environment where employees are working is also important in improving employee performance. According to Mardiana (2005), the working environment is an environment in which employees perform their daily work. Working environment that is conducive provide safety feeling and enable staff to be able to work optimally. The Environmental factors are working conditions, material and psychological conditions that exist within the organization. Thus the organization should provide an adequate work environment such as physical environment (comfortable office layout, clean environment, good air exchange, color, lighting and tuneful music), as well as the non-physical environment such as employment atmosphere , welfare, fellow relations, employee relations with the leaders, as well the praying places). Good working environment can support the implementation of employment so that employees have a passion to work and improve employee performance.

Creating a high performance required an increase in optimal working and ability to leverage the potential of Human Resources owned by the employee in order to create the organization's goals so that it will make a positive contribution

to the development of the organization. In addition, organizations need to consider various factors that can affect the motivation of employees, in this case is organization's role in enhancing motivation and creating a conducive working environment to encourage the creation of a professional attitude and acts in accordance with the field work done and each responsibilities.

Human resources play a role in processing and utilizing resources and materials so that it becomes a product. Therefore, to improve performance, keep in mind that to make the human resources able to work efficiently and display performance which can contribute to productivity, the fundamental problems that should be considered are management and leadership issues. Performance is measured by the standard or criteria established organization. The employee performance management aims to achieve a very high standard to improve overall organizational performance.

In relation with the performance of employees, the leaders and employees should provide excellent service to the community in more professional ways. Therefore, this study is conducted to determine whether the reward and punishment system, motivation, and work environment has a significant influence on the performance of employees in industrial enterprises. This research is also expected to provide benefits to the organization in providing motivation for the employees so that organizational goals can be achieved. Based on the description of the background above, the formulated research title is "The Influence of Reward and Punishment System, Motivation and Work environment toward the Performance of Employee (Case Study of PT. Aseli Dagadu Djokdja)".

1.2 PROBLEM IDENTIFICATION

The research indicates that there are some factors that can influence the performance of employees in PT. Aseli Dagadu Djokdja such as reward and punishment system, motivation, and work environments. Thus, the researcher would like to examine whether there is a relationship between those factors with performance of employees in PT. Aseli Dagadu Djokdja or not.

1.3 PROBLEM FORMULATION

Human beings is the most dominant resource in achieving goals of the company. The influence of employees' performances is important in creating company's goals. The problem with this company is low performance of employees, for certain effort that can increase employee's performance. With that problem, it is assumed that reward and punishment system, motivation and work environment have influence with performance of employees. Based on that problem, research question can be formulated as follows:

1. Does reward and punishment system have a positive influence toward the performance of employees in the company?
2. Does motivation have a positive influence toward the performance of employees in the company?
3. Does work environment have a positive influence toward the performance of employees in the company?

1.4 RESEARCH LIMITATION

The researcher would like to set limitation of the research area in order to be more focused in the research:

1. Data obtained in this research are limited to the perception of the employee about perception of reward and punishment system, perception of motivation, perception of work environment, and perception of performance.
2. The subject of this research is the employees of PT. Aseli Dagadu Djokdja in the front lines in.

1.5 RESEARCH OBJECTIVE

The objective of this research is to get deep description and to give empirical evidence about the influence of reward and punishment system, motivation, and work environment toward the performance of the employee. Based on background and problem formulation above, so the objective of this research:

1. To know whether reward and punishment system have a positive influence on the performance of employee.
2. To know whether motivation has a positive influence on the performance of employee.
3. To know whether work environment has a positive influence on the performance of employee.

1.6 RESEARCH CONTRIBUTION

This research is conducted with an expectation that it can give additional scientific benefits and input as well as a new reference for the next research. The result of this research is expected to benefit these following parties:

1. For academician.

This research is expected to criticize the academician perspective in influencing the performance of employees. In addition, it can be the reference for the person who is interested to improve the knowledge related to reward and punishment system, motivation, and work environment.

2. For the company

This research hopefully can give worthy information for company about the factors related to employees work satisfaction that can influence the performance of employee who helps managing intake policy to try fulfilling desirability and factors related to employees work satisfaction that consist improvement of employee performance and also the company itself.

3. For Society

This research is expected to give information and reference for parties who need to understand the theory of reward and punishment system, motivation, work environment, and performance of the employee.

4. For writers

- a. To fulfill one of the requirement in finishing the study in the Islamic University of Indonesia, Faculty of Economics.
- b. To get additional knowledge, information and also occupation that relevant to improve competency and intelligence.

CHAPTER II

REVIEW RELATED LITERATURE

2.1 INTRODUCTION

In this chapter, the researcher tried to provide the critical literature review of previous research findings. Any relevant theories will be very helpful to support the research. Hence, literature reviews will help the researcher to understand the theories that will be discussed in this research better.

In this chapter, the researcher will explain each definition that may influence the performance of employees such as reward and punishment system, motivation, work environment and the connection to the performance of the employee. In addition, this research creates a hypothesis formulation to make it easier to understand each connection. These hypotheses become the concern of the researcher to do the research.

2.2 PERFORMANCE

Performance is the behavior of organizations that are directly related to the production of goods or service delivery. Information about the organization's performance is very important in evaluating whether the organization performance that has been in line with the expected goals or not. However, in reality, there are many organizations that have limited and even no information about the performance of the organization. Performance as the results of job

functions or activities of a person or group within an organization are influenced by various factors to achieve organizational goals within a certain time period (Tika, 2006). Meanwhile, according to Rivai and Basri (2005) performance is the willingness of a person or group of people to do something and improve their activities in accordance with the responsibilities of the results as expected.

According to Bambang Guritno and Waridin (2005) performance is a comparison of the working results achieved by employees and the standards set. Meanwhile, according to Hakim (2006), the performance is a result of work achieved by individuals based on the individual's role or job in a company at a certain time period, which is connected to a specific standard or size value of the company where the individual is working. The performance is a comparison of the results achieved by employees working with the standards set (Masrukhin and Waridin, 2004).

Based on the understanding about performance from some ideas above, the performance can be defined as the comparison of the results achieved by employees working with the standards set. Performance also means that the results achieved by a person, both the quantity and quality in an organization in accordance with the responsibilities given.

Tika (2006) argued that 4 (four) elements contained in the performance are, the results of the work function, the factors that affect the performance of the employee, achievement of organizational goals, and certain time period. Meanwhile, according Rivai and Basri (2005), performance is basically determined by three things, i.e. ability, desire, and environment.

Rivai and Basri (2005) also mentioned four aspects of performance such as ability, acceptance of corporate objectives, the level of objectives achieved, and the interaction between objectives and capabilities of employees within the company.

The objectives of performance according to Rivai and Basri (2005) are as follows:

1. Proficiency from the ability of the new duty intended to improve outcomes of performance and activities.
2. Proficiency of new knowledge which will help employees with solving complex problems on the activity of making a decision on duties.
3. Proficiency or improvement in attitude toward his co-workers with an activity performance.
4. Target activity of performance improvement.
5. Improvements in the quality or production.
6. Improvement in time or delivery.

Yuwalliatin (2006) says that the performance is measured by instruments developed in the study which is incorporated in the performance measures in general which is then translated into a fundamental behavioral assessment, such as followings:

1. Quantity of work
2. Quality of work
3. Knowledge about the job
4. Opinion or statement that delivered

5. Planning activities

2.3 REWARD AND PUNISHMENT SYSTEM

2.3.1 REWARD SYSTEM

To obtain professional employment in accordance with the demands of the position is required a sustainable development, which is a business planning, organization, use, and maintenance of labor to be able to carry out tasks effectively and efficiently. As a real step in development result then was held giving rewards to employees who have shown a good work performance. As for the understanding of the award or reward in the company often in the form of a certificate and a gift of money from companies to employee that have achievement.

The award itself is reward that given to motivate employees to make high their productivity (Tohardi, 2002: 317). The reward is an incentive that linked the payment on the basis to increase the productivity of employees in order to achieve competitive advantage (Henri Simamora, 2004:514). The award is a reward in the form of money that given to them who can work exceeded standards set (Mahmudi, 2005: 89). Based on the opinion of experts before, the researcher concludes that the award is a reward given in the form of material and non-material that provided by the company to its employees so that they can work with higher motivation and achievement in reaching company objectives, in other words the reward is intended to increase productivity and retain performing employees in order to remain in the company. The reward system is intended as

an encouragement so that employees would work better and generate motivation so it can encourage better employee performance.

In a broad scope, organizational reward systems are all that appreciated and desired human resources who are able and willing to be firm in exchange for the contribution that given by human resources. Therein are divided into various financial rewards and non-financial rewards. Even though money is a very big effect on the employees and their productivity, the impact of non-financial rewards as well as significant for employees.

Awards can bridge the gap between expectations and company objectives with individual aspirations (Sedamaryanti, 2001: 83). To be effective, an organizational reward system should provide four things, such as the awards are sufficient to fulfill the basic needs of the company, similarity with the external labor market, the similarity in the organization, and the treatment based on the individual needs of every member of the organization.

Widely reward system created to attract, withstand, and motivate employee performance. But a more important goal in it is a justice equality that usually achieved with at least three dimensions as follow:

1. Internal Similarity: based on the price of what was given by the employee to the company.
2. External Similarity: adjusted with an average payment of other companies.
3. Individual Similarity: fair pay among individuals who do the same work or similarly.

Employees want rewards that are commensurate with what is given to the company and same as other employees received with similar work definitely the employee will show the work results are consistent. Equity norm is important to the reward system. If employees do not get it, then it will tend to reduce their contribution or even out of the company. So in the broader side, the reward system is designed to be able to attract, retain and encourage employees to work more productively.

2.3.2 PUNISHMENT SYSTEM

"Many people define punishment as something meted out to a person who has committed a crime or other inappropriate behavior" (Miltenberger, 2004, p. 114). Applying this definition means that the punisher not only intends to end the behavior but also seeks retribution and hurt to the wrongdoer. The person being punished is seen, to deserve the negative effects caused by the use of punishment. Punishment, by this definition, is therefore used as a device to end the unacceptable conduct and as a tool of retribution.

The behavior modification definition of punishment is the process in which the consequence of a behavior leads to a decline in occurrences of that behavior in the future. According to this definition the intent of punishment is to prevent future episodes of a particular behavior (Miltenberger, 2004).

There are two ways punishment can be carried out that is positive punishment and negative punishment. Positive punishment presents the addition of an aversive stimulus. If an employee commits a rule infraction, the first

response according to a common discipline system in business, is a verbal warning. The verbal warning is an example of an aversive stimulus that was imposed as a result of a rule infraction. On the other hand, negative punishment removes a reinforcing stimulus. An example of negative punishment can also be derived from a common business practice. Some businesses will suspend a problem employee without pay. The removal of pay constitutes an exclusion from the reinforcing stimulus of being paid and therefore is a form of negative punishment (Barth, 2002).

There are four main factors that influence the effectiveness of punishment. The first is immediacy: "For punishment to be most effective, the consequence must follow the behavior immediately" (Miltenberger, 2004, p. 122). Secondly, contingency plays a large role in the success of punishment procedures. A punisher must follow a behavior every time in a consistent manner or risk diminishing the effect of the punishment system. If an employee is punished only one out of every 10 times he is late, he is not as likely to stop that behavior as he would be if the punisher were implemented every time. Establishing operations is the third identified factor in the effective use of punishment. An establishing operation is an event that changes the value of a stimulus as a reinforcer or punisher. A common punishment for an employee is when he is asked to stay late and finish work that has not been completed. Most employees would begrudgingly oblige, fearing bad reviews from the boss later on. However, if the employee knew that a friend frequently stays late and would be staying late that night, it would weaken the force of this aversive stimulus and thus an establishing

operation would be formed. Conversely, if the employee would be missing an event that was particularly important to him, for instance his child's sporting event, the aversive stimulus of staying late would be much more powerful. The final factor for effective punishment is the difference in individuals and the magnitude of the punishers being used. Some intended punishers may not affect some employees because of the chosen stimulus or the extent of the punishment itself. Consequences that function as punishers vary from person to person. An event may be established as a conditioned punisher for one person but not for another. The magnitude and intensity of a punishment also affect whether a stimulus will function as a punisher. Generally, the more intense the aversive stimulus, the more likely it will serve as a punisher (Miltenberger, 2004).

Punishment has to be immediate, contingent, and applied to all employees equally or it will not be accepted (Appelbaum, 1998). It seems that managers are in no position to comply completely with all of the requirements of effectual punishment. Punishment cannot work effectively because managers can never meet all of the requirements for success (Why Punishment-- 'Do It Or Else ... ' -- Doesn't Work, 2002). Therefore, a system based solely on punishment will not be effective and other alternatives need to be sought.

2.4 MOTIVATION

Human behavior actually is just the simplest reflection of their basic motivations. In order to make human behavior in accordance with the organizational goals, then there must be a combination of motivations about the

fulfillment of their own needs and demands of the organization. Human behavior is caused or started with the existence of motivation. According to Robbins (2007) motivation is a process that contributes to the intensity, direction, and duration of the ongoing individual efforts towards achievement of targets. In addition, the definition of motivation also comes from the Marihot Tua E. H. (2002) as the factors that lead and encourage behavior or desire for someone to do an activity that is expressed in terms of effort.

The other definition of motivation is expressed by Sopiah (2008) which is the circumstances in which strong will and effort of the person is directed toward achieving the results or specific goals. The results are referred to be productive, attendance, or behavior of other creative work.

Based on some understanding of the motivations above it can be concluded that motivation arises from a person to achieve a specific goal and can also be caused by the encouragement of others. However, the best motivation is from someone's self because it is done without compulsion and each individual has a different motivation to achieve its objectives.

Siagian (2002) said that in organizational life, including life at work in business organizations, the absolute aspects of motivation have to get serious attention from managers. Because the 4 (four) main considerations are:

1. Philosophy of human life revolves around the principle of "quit pro quo", which reflected in the saying "there is no taro yam, there is no return for the favor".

2. The dynamics of human needs are highly complex and not only material, but also psychological.
3. There is no saturation point in the satisfaction of human needs.
4. Differences characteristics of individuals within the organization or company, resulting in the absence of any motivational technique that is equally effective for all people in the organization as well for a person at a time and different conditions.

According to Siagian (2002), there are six technique's applications of motivation theory, namely:

1. Management by objectives (MBO).
2. Employee awards program.
3. Public order employee program.
4. Benefits varies program.
5. Planning on giving Reward based on skill.
6. Flexible benefits

According to Rivai (2004), there are some behaviors that can motivate employees such as:

1. Way of interacting.
2. Being an active listener.
3. Preparation of a challenging goal.
4. Approach to problem solving and objectives that focus behavior not on the individual.
5. The information that used reinforcement techniques.

2.5 WORK ENVIRONMENT

The work environment is one important factor in creating employee performance. Because the work environment has a direct influence to the employee in completing the work which will eventually improve organizational performance. The working environment can be good if the employees perform the activities in an optimal, healthy, safe, and comfortable condition. Therefore, the determination and the creation of good working environment will determine the successful achievement of organizational goals. Conversely, a bad work environment can decrease the motivation and low spirit of employee can decrease the performance of the employee.

Good Condition and working atmosphere will be created by the existence of the good development organization. Sarwoto (1991) stated that a good working atmosphere is produced especially in well-structured organization, while a poor working atmosphere is created by organizations that are not well structured . From the opinion above, it can be described that the creation of the working atmosphere is strongly influenced by the existing organizational structure within the organization.

According to Sedarmayanti (2001) in general, the type of work environment is divided into two i.e. physical and non-physical work environment:

A. Physical Work Environment

The physical work environment is all a physical condition around the workplace that may directly and indirectly influence employees

(Sedarmayanti, 2001). According to Komarudin (2002) the physical working environment is the whole or each aspect from physical symptoms and social-cultural surround or affect the individual. According to Alex S. Nitisemito (2002), physical work environment is everything around the workers that can influence themselves in performing the task, the tasks assigned, such as lighting, air temperature, space, safety, sanitary, music and others.

Based on definitions above, the physical work environment can be defined as everything that exists around the atmosphere where employees work, particularly on objects and situations around the workplace that may influence employees in performing their duties, The problem of work environment within an organization is very important and it requires the existence of the arrangement as well structuring factors of the physical work environment in the implementation of organizational activity. The factors of the physical work environment are as follows:

1. Coloring

The problem of color may affect the employees in performing the work, but many companies are less concerned about the color. Hence the regulation should provide the benefits, thus increasing employee morale. Coloring on the walls of the workspace should use soft colors.

2. Lighting

Lighting in the working space of employees plays a very important role in improving employee spirit so they can show a good work, which means

that sufficient workplace lighting helps the success of organization's operational activities.

3. Air

Sufficient air in the room is needed for employees because sufficient air exchange will cause the physical freshness of the employee. A too hot air temperature will reduce employee spirit in performing the work.

4. Noise

The noise can be very disturbing for the employees in the work. Noise can damage employee concentration and performance. Therefore, every organization must try to eliminate the noise or at least press the noise to minimize it . The organization's ability to provide funds for noise control is also one of the factors that determine the ways chosen to control noise in an organization.

5. Space

An organization is better if the employees have enough place to do the job or the task. Employees may not be able to work quietly and maximally if available space cannot provide convenience. Hence, the space to place the employee works should be planned in advance so that employees will not be disturbed in performing their work. Besides, it also must be able to avoid the waste of company's resource and cost many expenses.

6. Security

Security for employees greatly affects the spirit and performance of the employee. In here, the security is a security that can be inserted into the physical work environment. If it is not safe at work the employee will be

anxious and he or she cannot concentrate with his or her job which consequently make employee's spirit decline. Therefore an organization should keep trying to create and maintain a safe situation and atmosphere so that employees feel happy and comfortable at work.

7. Cleanliness

Clean working environment will make the situation around workplace healthy. Therefore, each organization should always maintain a healthy work environment. With a clean environment employees will be happy to increase the work performance.

B. Non- Physical Work Environment

The nonphysical work environment is all of the circumstances related to labor relations, either relations with superiors or relationship with subordinate others co-worker, or relationship with a subordinate (Sedamayanti, 2001). Non-physical work environment is not as important as the physical work environment. Employee spirit is very influenced by non-physical work environment, such as relationships with other employees and with their leaders. If an employee's relationship with other employees and the leaders went very well then it will be able to make employees feel more comfortable in the work environment. Therefore, employee spirit and performance will also be increased. There are 5 aspects of non-physical working environment that may affect the behavior of employees, i.e.:

1. Work structure, namely the extent to which the work given to the workers to have the structure of work and good organization.
2. Work responsibilities, namely the extent to which workers feel that the work understand their responsibilities and responsible for their actions.
3. Attention and support of leaders, namely the extent to which employees feel that leaders often give directions, confidence, attention and respect them.
4. Cooperation between groups, namely the extent to which employees feel there is good cooperation between the existing working groups.
5. Smooth communication, namely the extent to which employees feel good open, and smooth communication,, among either fellow workers or the leaders.

These two types of work environments above should always be considered by the organization and cannot be separated. Sometimes organizations simply prefer one type of work environment above, but it would be better if both were implemented to the maximum effort so that the performance of employee may be more optimal. The role of a leader is really necessary in this case. Leaders must be able to create a good working environment and to improve employee performance.

2.6 HYPOTHESIS FORMULATION

The hypothesis of this research is formulated as follows:

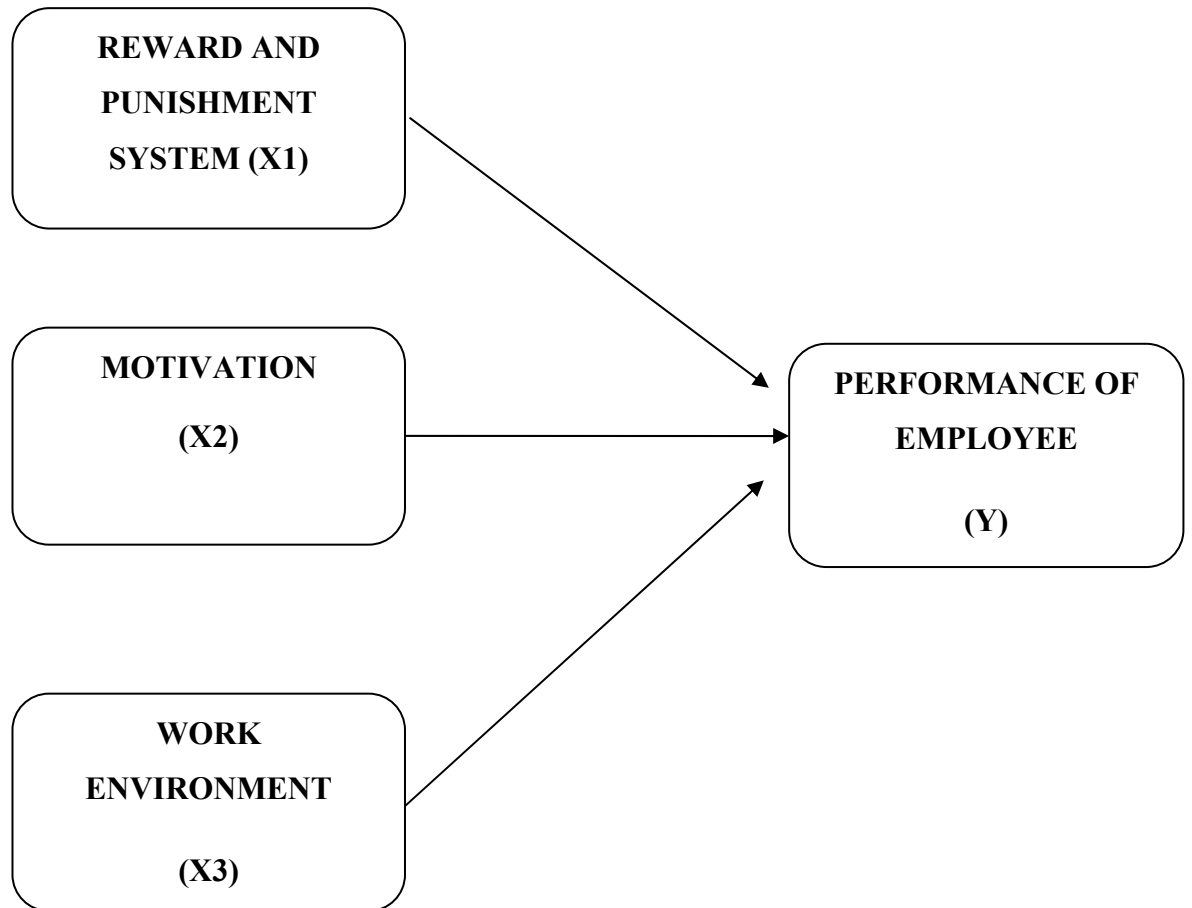
- H1: Perception about reward and punishment system has a positive influence toward the performance of employee
- H2: Perception about motivation has a positive influence toward the performance of employee
- H3: Perception about work environment has a positive influence toward the performance of employee

2.7 CONCEPTUAL FRAMEWORK

The explanation of ideas above can be clarified by the influence of variables reward and punishment system, motivation, and work environment toward the performance of employee, which will be schematically illustrated in the figure below:

Figure 2.1

Conceptual Framework



CHAPTER III

RESEARCH METHOD

3.1 TYPE OF STUDY

The study is an empirical research in the form of a case study and the type of data used in this thesis is primary data that are obtained by the researcher by interviewing and spreading the questionnaire containing closed questions to the employees of PT. Aseli Dagadu Djokdja in the front lines (*Garda Depan*).

3.2 POPULATION AND SAMPLE

3.2.1 Population

Population is a combination of all the elements that shaped the events, things, or people who had similar characteristics that become the center of attention of researchers, because it is viewed as a universe of research (Ferdinand, 2006). The population in this research is all employees who work as a GARDA DEPAN (Front Liners) in PT. Aseli Dagadu Djokdja that have total 80 employees.

3.2.2 Sample

Sample is a subset of the population that consists of several members of the population (Ferdinand, 2006). In this research does not use sampling techniques because the samples of the study are the entire existing populations which is called as a census. Considering that the population is only at 80

employees, so it is worthy to take overall population as the sample. Thus, that the samples in this study were all employees who work as the GARDA DEPAN of PT. Aseli Dagadu Djokdja.

3.3 RESEARCH VARIABLES

Research Variable is an attribute or characteristics of a person, object or activity that have a certain variant that are determined by the investigator to be learned and conclusions drawn (Sugiyono, 2001). In connection of this research, the research variables consisted of the dependent variable and independent variables are described as follows:

- 1) Dependent Variable is a variable that become the core of the researcher. In script analysis, the nuance of a problem is reflected in the dependent variable. Variations of these factors should be explained by the researcher (Ferdinand, 2006). In this study, the dependent variable used is performance of employee.
- 2) Independent Variable is a variable that affect the dependent variable. Influence both positive and negative effects. In the script analysis, it can be seen that a variable that explain about a way or a method an issue is not solved other than independent variables (Ferdinand, 2006). In this research, independent variable is reward and punishment system, motivation, and work environment.

3.4 DATA SOURCES

The data used in this research were primary and secondary data. The primary data was collected through employee surveys using a questionnaire. The questionnaire consisted of information about perception of reward and punishment system, perception about motivation, perception about work environment and perception about performance of employee and also information about respondent demographic characteristic. Secondary data was also collected from literatures and journals that support this research.

3.5 DATA COLLECTING METHOD

There are two methods used for collecting the data that need to be analysis in this research, there are:

A. Collecting Primary Data

Data collection method that used in primary data is questionnaire. The questionnaire is a data collecting method that is done by arranging the questions that are closed and should be completed by the respondents by selecting one of the alternative answers provided. Questionnaire in this research has been done from 3th July until 11th July 2012. Before that time the researcher has to fix the question to Thesis Supervisor and Human Resource Management PT.ADD. After accepted, researcher spread the questionnaire to the garda depan PT. Aseli Dagadu Djokdja.

B. Collecting Secondary Data

Secondary data acquired from the company, such as structure organization and profile of the company.

A scale used in this research is Likert scale. Based on Imam Ghozali (2005), Likert scale is the scale that consists of 5 levels of answer preference as follows:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Less disagree
- 4 = Agree
- 5 = Strongly agree

3.6 DATA ANALYSIS METHOD

3.6.1 Multiple Regression Analysis

Data analysis methodology which is used in this research is Multiple Regression that will be operated by using SPSS. Multiple regression analysis can be used to know how far the influence of the independent variables i.e. reward and punishment system (X1), motivation (X2) and work environment (X3) towards the performance of employee (Y) in PT. Aseli Dagadu Djokdja. As for the form of a linear multiple regressions used in this research are:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Explanation:

Y	= Performance of Employee
b1, b2, b3	= Regression coefficient
X1	= Reward and Punishment system
X2	= Motivation
X3	= Work Environment
e	= Nuisance fault
a	= Constanta

3.6.2 Instrument Testing Method:

3.6.2.1 Validity Test

Validity test was used to measure how valid the questionnaire (Ghozali, 2006). One questionnaire is stated as valid if the questions in the questionnaire are able to reveal something that will be measured. The validity can be measured by comparing the value of *r-count* (correlation item total correlation) with the value of *r-table* with the provisions for *degree of freedom* ($df = n - k$, where n is the amount of sample that be used and k is the amount of the independent variable (Ghozali, 2006).

3.6.2.2 Reliability Test

Reliability is used to measure the questionnaire which is the indicator of the variable. Questionnaire can be stated reliable if each of the

questions is answered by the respondent consistently or stable for time to time. A questionnaire can be reliable if the value of Cronbach Alpha is higher than 0.600 (Ghozali, 2006).

3.7 CLASSICAL ASSUMPTION MODEL

The classical assumption model was used to detect whether the model is accurate or not. The model will be categorized as valid if the regression model has a normal distribution, without multicollinearity problem, no heteroscedacity problem, and no autocorrelation problem in the model.

3.7.1 Normality Test

Normality test is purposed to know whether in regression model dependent variable and independent variable have the distribution that normal or not, because a good regression model has normal a distributed data or close to normal.

Proving whether the data have a normal distribution or not can be seen in the form of distribution data, i.e. the histogram and normal probability plots. In the histogram, the data can be said to have a normal distribution if the data shape is like a bell. While the normal probability plot, can be said normal if the spread of the dots around the diagonal line and the spread is follow the diagonal line. Ghozali (2006) stated that if the data spread around the diagonal line and follow the diagonal line so the regression model fulfills the normality assumption.

3.7.2 Multicollinearity Test

Multicollinearity test is a test that must be passed from the model. Its purpose is to know the correlation between independent variables. The good regression model must not have a correlation relationship among the independent variables.

According to Widarjono (2007), multicollinearity can be measured using VIF (Variance – Inflating Factor). If $VIF < 10$, the multicollinearity problem does not exist, it means that there are no significant correlations between independent variables in regression model and vice versa.

3.7.3 Heteroscedascity Test

Heteroscedascity test is used to make sure that the regression model has fulfilled the entire heteroscedascity requirement. This test is needed because it will cause the inefficient appraising of the regression coefficient, than the appraising will be less than the reality. According to Widarjono (2007), heteroscedascity test aims to test whether the regression model occurs in the condition where the variance from one residual observation to another observation is constant or not, this condition also can be called by homoscedascity.

This study will use plots graphic analysis. The basic of this analysis is as follows:

1. If there is some kind of pattern, like dots that create a regular pattern (corrugated widened and then narrowed) so heteroscedasticity has occurred.
2. If there is a pattern that same as the points spread over and under number 0 in the axis Y, so it explains that there is no heteroscedasticity.

3.8 MODEL TESTING

3.8.1 Partial Regression Coefficient Test (t Test)

T test was used to test the significance of the partial effects of independent variables on the dependent variable. Significance of independent variables to the dependent variable is showing the probability value from the t test of each independent variable at Sig. level $\alpha = 5\%$. Therefore, the condition to accept or reject H_0 and H_1 are as follows:

1. If the probability is less than α then H_0 is rejected and H_1 is accepted, which means that the independent variables have a significant influence on the dependent variable.
2. If the probability is bigger than α then H_0 is accepted and H_1 is rejected, which means that the independent variable has no significant effect on the dependent variable.

3.8.2 Coefficient of Determination (R^2)

Coefficient of determination is aimed to measure how far the ability of a model to explain the dependent variable variation. The value of coefficient determination is $0 < R^2 < 1$. Coefficient determination that is close to one means that the independent variables give almost all of the information needed to predict dependent variable. The use of *R square* is biased with the amount of independent variables included in the models.

Any additional in independent variable into the model, then *R square* increased certainty whether this independent variable affect significantly or not. Not like *R square*, the value of *adjusted R square* absolutely rise no matter there is any additional independent variable into the model. Therefore, it is better to use the value of *adjusted R square* to evaluate the best regression model (Ghozali, 2006).

3.9 HYPOTHESIS TESTING

To examine the effect of independent variables individually (H1 and H3), the researcher uses t test of significance and to test the influence of independent variables simultaneously the researcher uses F of significance (H2). Based on the research problem, hypothesis testing will be conducted as follows:

3.9.1 T Test Of Significance Is Used, To Test The Effect Of Independent Variables Toward The Dependent Variable Individually.

Ho1: $\beta \leq 0$: Reward and Punishment system has no positive influence toward the performance of employee.

Ha1: $\beta > 0$: Reward and Punishment system has a positive influence toward the performance of employee.

Ho2: $\beta \leq 0$: Motivation has no positive influence toward the performance of employee.

Ha2: $\beta > 0$: Motivation has a positive influence toward the performance of employee.

Ho3: $\beta \leq 0$: Work Environment has no positive influence toward the performance of employee.

Ha3: $\beta > 0$: Work Environment has a positive influence toward the performance of employee.

T test criteria:

if p - value is less than 0.05, Ho is accepted and Ha is rejected

if p – value is more than 0.05, Ho is rejected, and Ha is accepted

T test is performed on a 95% degree of confidence.

CHAPTER IV

ANALYSIS AND DISCUSSION

4.1. DESCRIPTION OF COMPANY

4.1.1 HISTORY OF PT. ADD

The beginning of establishment PT. Aseli Dagadu Djokdja started from the ideas of 25 UGM students, mostly students of Architecture University of Gadjah Mada. They have the same interest in the field of tourism, urban, and of course graphic design. Because of similar interests, they realize their intentions after receiving an offer by opening a pavement stall in the Yogyakarta Malioboro Mall on January 9, 1994.

Dagadu Djokdja name as a trademark was newly emerging a moment later before displaying souvenir products at Malioboro Mall. They chose *Dagadu* as their brand that comes from Yogya slang word, Dagadu! (Read: your eyes!). To show locality where the souvenirs originated, they added the word "Djokdja" after the name Dagadu. The old spelling used in the word "Djokdja" is intended to give impression of Yogyakarta as the historical city.

Since the beginning of its birth, Dagadu Djokdja has positioned itself as alternative souvenir products from Yogyakarta. As souvenir, Dagadu Djokdja explores the spirit and the local cultural treasures. In addition to practical, light, and functional as the main characteristics, the product of Dagadu Djokdja also became memento. In other words, there is always a story

behind it and there is a uniqueness carried. Moreover, Yogyakarta has always been a central theme Djokdja Dagadu product. Souvenirs from Jogjakarta alternative that "Aseli Bikinan Dagadu Djokdja" is none other souvenirs with the image of SMART, SMILE, and Djokdja.

4.1.2 Company's Organization Structure

The organizational structure is the arrangement of the components (work units) within the organization. The organizational structure shows the division of labor and the ways these different functions or activities are integrated in the coordination system. The organizational structure is generally illustrated in a chart below while the organizational structure of the PT. Aseli Dagadu Djokdja can be seen in the appendix.

4.1.3 PRODUCT

The products of PT Aseli Dagadu Djokdja are:

1. Clothes categories, such as various models of shirts, sweater, and raincoat
2. Trinkets categories, such as pins, key hanger, and stickers
3. Accessories categories, such as hats, bags, bandanas, and wallet
4. Household categories, such as mugs, umbrellas, and glasses
5. Stationery category, such as block note, memo, bookmarks, stationary, postcards, and greeting cards

4.1.4 Location

The brands of Dagadu Djokdja are only available at following outlets and services:

- a. Posyandu I (Pos Pelayanan Dagadu)

Lower Ground Malioboro Mall, Jogjakarta

- b. Posyandu II (Pos Pelayanan Dagadu)

Alun-alun Utara, Jln Pekapalan, Jogjakarta

- c. UGD (Unit Gawat Dagadu)

UGD is the major outlet of PT. Aseli Dagadu Djokdja. Located on Jl. Pakuningratan no.15-17 Jogjakarta.

- d. DPRD (Djawatan Resmi Pelajanan Dagadu)

Tourist Village, Centro Dept. Store, Lt.1 Ambarukmo Plaza, Jogjakarta.

Additional Services:

- a. ULC (Unit Layanan Cepat)

ULC fleet calls for service outside the booth. If there is not much time for a walk or insufficient time to visit the booth, the fleet can be asked to present in any group where they stay or have transit in Jogjakarta.

- b. PESAWAT (Pesan Lewat Kawat)

An online sales service or which is often called e-commerce. Customers can choose a direct design, size, and type of desired merchandise through the website of www.dagadu.co.id.

4.2 General Image of Respondent

This research discusses about the influence of reward and punishment system, motivation, and work environment toward the performance of employee. Respondent of this research is 60 employees of PT. Aseli Dagadu Djokdja. The respondents who had already fulfilled the questionnaire were then classified by gender and age. This classification aims to know the general characteristics of the respondents.

1. Characteristic of Respondent by Gender

Based on the identification by gender, the total distribution of men employee and women employee can be seen in this table:

Table 4.1
Distribution by Gender of Respondent

No	Categories	Total	Percentage
1	Men	24	40%
2	Women	36	60%
Total		60	100%

Source: Primary Data, 2012

From the table above, it can be seen that from 60 respondents as the sample of this research, 24 respondents (40%) are men and 36 respondents (60%) are women. Thereby, the biggest number of respondent is female.

2. Characteristic of Respondent by Age

Based on identification by age, the respondent can be classified as follow:

Table 4.2

Distribution by Age of Respondent

No	Categories	Total	Percentage
1.	18 years old	1	1.7%
2.	19 years old	2	3.3%
3.	20 years old	12	20%
4.	21 years old	27	45%
5.	22 years old	15	25%
6.	23 years old	3	5%
Total		60	100%

Source: Primary Data, 2012

Based on Table 4.2, it can be seen that from 60 respondent, most respondents are 21 years old which is 27 respondent (45%), while the smallest number of respondents are for the 19 years old, which is 2 respondent (3.3%).

4.3 QUALITATIVE ANALYSIS

4.3.1 Test of Validity

Test of validity is conducted by using product moment method. The test is conducted by seeing at the coefficient number (R_{xy}) that shows the relationship between the question score with the total score (item-total correlation). The result will be compared with the r table in which $df=n-2$ (0.25) with 5% corrected item- total correlation. If the r table is less than the r count, the question is valid and vice versa.

1. Perception About Reward and Punishment System

Table 4.3

The Results of Validity Test on Perception about Reward and Punishment System

Item	Corrected item-total correlation	R table	Explanation
Question 1	0,815	0.25	Valid
Question 2	0,685	0.25	Valid
Question 3	0,638	0.25	Valid
Question 4	0,873	0.25	Valid
Question 5	0,841	0.25	Valid

Source: primary data, 2012

The results of validity test show that the entire items in the questionnaires calculation function have corrected item-total correlation value more than 0.25. It means that the entire questions on the questionnaires are valid.

2. Perception About Motivation

Table 4.4

The Results of Validity Test on Perception about Motivation

Item	Corrected item-total correlation	R table	Explanation
Question 1	0,718	0.25	Valid
Question 2	0,668	0.25	Valid
Question 3	0,536	0.25	Valid
Question 4	0,721	0.25	Valid
Question 5	0,578	0.25	Valid

Source: primary data, 2012

The results of validity test show that the entire items in the questionnaires calculation function have corrected item-total correlation value more than 0.25, it means that the entire questions on the questionnaires are valid.

3. The Perception About Work Environment

Table 4.5

The Results of Validity Test on Perception about Work Environment

Item	Corrected item-total correlation	R table	Explanation
Question 1	0,933	0.25	Valid
Question 2	0,819	0.25	Valid
Question 3	0,864	0.25	Valid
Question 4	0,684	0.25	Valid

Source: primary data, 2012

The results of validity test show that the entire items in the questionnaires calculation function have corrected item-total

correlation value more than 0.25, it means that the entire questions on the questionnaires are valid.

4.3.2 Test of Reliability

Reliability is an index showing how far the measurement tools are trustworthy and free from bias. In other word, reliability show us the consistency of a measurement tools to measure the same or similar phenomena. Reliability is a benchmark of stability and consistency of respondent's answer on the questionnaire. This research use Cronbach's alpha test to test the reliability. The questionnaire is reliable if its coefficient value of alpha is more than 0.6.

1. Perception about Reward and Punishment system

Table 4.6

Calculation Function Case Processing Summary Reliability

Case Processing Summary		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Table 4.7

Calculation Function Reliability Statistic

Reliability Statistics

Cronbach's Alpha	N of Items
,830	5

The value of Cronbach's alpha is 0,830 and it is bigger than 0.6, so, it can be concluded that it is reliable.

2. Perception About Motivation

Table 4.8

Calculation Function Case Processing Summary Reliability

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Table 4.9

Calculation Function Reliability Statistic

Reliability Statistics

Cronbach's Alpha	N of Items
,646	5

The value of Cronbach's alpha is 0,646 and it is bigger than 0.6, so, it can be concluded that it is reliable.

3. The Perception About Work Environment

Table 4.10

Calculation Function Case Processing Summary Reliability

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Table 4.11

Calculation Function Reliability Statistic

Reliability Statistics

Cronbach's Alpha	N of Items
,846	4

The value of Cronbach's alpha is 0,846 and it is bigger than 0.6, so, it can be concluded that it is reliable

Table 4.12

Reliability test result

Variable	Cronbach's alpha	Explanation
Perception about Reward and Punishment System	0.830	Reliable
Perception about Motivation	0.646	Reliable
Perception about Work Environment	0.846	Reliable

Based on the reliability test on the research instruments, the results show that every function has coefficient reliability which is bigger than 0.60. Therefore, the researcher concludes that the research instruments are reliable.

4.4 CLASSICAL ASSUMPTION

Before the analysis of multiple linear regressions is conducted, first thing to do is the classic assumption test. To be able to perform regression analysis, the data must satisfy the assumptions of classical test of normality, multicollinearity test, and heteroscedasticity test. Followings are the test results with the classical assumption of independent variables Reward and Punishment System, Motivation, and Work Environment with dependent variable.

4.4.1 Normality Test

Normality test in this research used Kolmogorov-Smirnov test. This test was used in order to know whether the residual of this research data are normally distributed. Based on Ghazali (2006) normality test are aims to test whether in the regression model or residual confounding variables have normal distribution. If this assumption is violated then the statistical test becomes invalid for small sample size. Here are the results of tests of normality using the Kolmogorov-Smirnov.

Table 4.13

Normality test of Kolmogorov-Smirnov

Kolmogorov-Smirnov	Significances	Explanation
1,313	0,064	Normal

Source: Processed Data, 2012

In table 4.13, there are values of Kolmogorov-Smirnov that can be compared with the table z or compared with the significant value with $\alpha = 0.05$. The value of z count is 1,313 with the significance of 0.064. Therefore the value of 0.064 has greater significance value than the error level $\alpha = 0.05$. Thus, it can be stated that the residual of the data is normally distributed.

4.4.2 Multicollinearity Test

This test is a form of testing for the assumptions in multiple regression analysis. Multicollinearity assumption stated that variables should be free of symptoms of multicollinearity. Symptom of multicollinearity is a symptoms of correlation between independent variables. Purbayu (2005) stated that multicollinearity can be seen if the tolerance value is greater than or as same as 0.10 or the variance inflation factor (VIF) is less than or as same as 10 (Ghozali, 2006). Followings are the results of multicollinearity for independent variable presented in the table 4.14

Table 4.14**Multicollinearity Test Results**

Variable	VIF	Explanation
Perception about Reward and Punishment System	4,205	Free from multicollinearity
Perception about Motivation	1,074	Free from multicollinearity
The perception about Work Environment	4,148	Free from multicollinearity

Source: Processed Data, 2012

From the table 4.14, it can be seen that the VIF for Reward and Punishment System 4,205. Perception about Motivation has the VIF 1,074. The last is Perception about Work Environment that has VIF value of 4.148. All the independent variable has a tolerance value greater than 0,1 so as the VIF value which is less than 10. Therefore, it can be concluded that there is no multicollinearity between independent variable in this model.

4.4.3 Heteroscedasticity Test

Heteroscedasticity means the variance error in the model is not same as constant (Algifa, 1997). Meanwhile, Awat (1995) stated that the problems of heteroscedasticity often arise when the data used are the cross-sectional. Draper and Smith (1992) stated that cross-sectional

data is the data that can be considered as the information which are collected in one "point" at the same time.

To detect the presence of symptoms of heteroscedasticity, this study carried out gleser test. Gleser Test is conducted by making a regression of absolute residual with the independent variable. Heteroscedasticity model otherwise will occur if the probability is greater than 5% significance level. The heteroscedasticity test result is presented in Table 4.15 below:

Table 4.15

Heteroscedasticity Test Result

Variables	SIG	Explanation
Reward and Punishment System	0,147	No Heteroscedasticity
Motivation	0,613	No Heteroscedasticity
Work Environment	0,606	No Heteroscedasticity

Source: Processed Data, 2012

The results of the gleser test show that the significant value for Reward and Punishment System is 0.147, Motivation is 0.613, and Work Environment is 0.606. All the independent variable is greater than 0.05 so it can be concluded that there is no heteroscedasticity in the data.

4.5 RESEARCH RESULT

The qualitative analysis in this research is using multiple linear regression tests. This test was conducted by using SPSS 13 version. In addition, the results of the test are as follows:

Table 4.16

Multiple Linear Regression Tests

Variable	Regression coefficient	T count	P value	Explanation
Perception about Reward and punishment System	0.676	6.413	0.000	Significant
Perception about Motivation	0.096	2.133	0.015	Significant
Perception about Work Environment	0.338	3.434	0.001	Significant
Constanta	5.372			
R ²	0.868			

From the results above, the regression formula can be formulated as follows:

$$Y = 5,372 + 0.676X_1 + 0.096 X_2 + 0.338 X_3 + e$$

According to the formula, it can be concluded that:

- a. Variable reward and punishment system, motivation, and work environment have positive coefficient value toward the performance of employee
- b. The perception about reward and punishment system has the coefficient value of 0.676. It means that if reward and punishment system is high, with the assumption the other variable constant, the performance of employee will increase.
- c. The perception about Motivation has coefficient value of 0.096. It means that if motivation is high, with the assumption the other variable constant, the performance of employee will increase.
- d. The perception about Work Environment has coefficient value of 0.338. It means that if work environment is high, with the assumption the other variable constant, the performance of employee will increase.

According to table 4.16, it can be seen that the amount of R^2 is 0.868 (86.8%). It means that 86.8 % of the dependent variable variance can be explained by using the independent variables. Meanwhile, the rest of it (13.2%) can be explained by other variables that are not examined in this research.

4.5.1 Summary of Hypothesis Testing

4.5.1.1 T test

To test the hypothesis, the researcher used t test. Basically, the t test can be done by using two optional ways. The first is by comparing t count

with the t table, in which if the t count is bigger or equal to t table then, the hypothesis is accepted and vice versa. The other way is by comparing the p value (β) with α . If β is less than or equal to α ; then, the hypothesis is accepted, and vice versa. In this research, researcher uses the second way that is by comparing p value (β) with α (0,05).

Based on the results of data testing and the explanation above, the results can be translated into those hypothesizes:

a. H1

Hypothesis formulation:

H₀₁: $\beta \leq 0$: Perception about Reward and Punishment system has no positive influence toward the performance of employee.

H_{a1}: $\beta > 0$: Perception about Reward and Punishment system has positive influence toward the performance of employee.

From the table 4.16, the results show that the amount of t count is 6.413, the value of β is 0.000, and the value of α is 0.05. From the comparison, it can be seen that the amount of β is less than the amount of α (0.05). This means that this research rejects hypothesis H₀ and accepts H_a. Then, it can be concluded that the H1 stating that the perception about reward and punishment system has a positive influence toward the performance of employee is accepted.

b. H 2

Hypothesis formulation:

H₀₂: $\beta \leq 0$: Perception about Motivation has no positive influence toward the performance of employee.

H_{a2}: $\beta > 0$: Perception about Motivation has positive influence toward the performance of employee.

From the table 4.16, the results show that the amount of t count is 2,133, the value of β is 0.015, and the value of α is 0.05. From the comparison, it can be seen that the amount of β is less than the amount of α (0.05). It means that this research rejects hypothesis H₀ and accepts H_a. Therefore, it can be concluded that the H₂ stating that the perception about motivation has a positive influence toward the performance of employee is accepted.

c. H 3

Hypothesis formulation:

H₀₃: $\beta \leq 0$: Perception about Work Environment has no positive influence toward the performance of employee.

H_{a3}: $\beta > 0$: Perception about Work Environment has positive influence toward the performance of employee.

From the table 4.16, the results show that the amount of t count is 3.434, the value of β is 0.01, and the value of α is 0.05. From the

comparison, it can be seen that the amount of β is less than the amount of α (0.05). It means that this research rejects hypothesis H_0 and accepts H_a . Therefore, it can be concluded that the H_3 stating that the perception about work environment has a positive influence toward the performance of employee is accepted.

CHAPTER V

CONCLUSION AND RECOMMENDATION

This chapter discusses the conclusion and the implementation of this research. This chapter also involves recommendation and suggestion for the future research related with this study.

5.1 CONCLUSION

Based on various tests and analysis of data from this study, the researcher can obtain some conclusions about the influence of reward and punishment system, motivation, and work environment as follows:

- a. The perception about reward and punishment gives positive significant influence toward the performance of employee,
- b. The perception about motivation gives positive significant influence toward the performance of employee,
- c. The perception about work environment gives positive significant influence toward the performance of employee.

5.2 LIMITATION

This research has limitation that can be used as reference and consideration for the next research in order to achieve better result such as:

1. The object used in this research is only one manufacturing company in Yogyakarta, which is PT. Aseli Dagadu Djokdja with the limited

number of participants. Thus, cannot represent all of employee in the company.

2. In this research, the researcher only examines four variables, i.e. perception about reward and punishment system, perception about motivation, the perception about work environment. However, the amount of R^2 that is 86,8%, indicate that there is 13.2% other variable that influence the performance of employee, which was not included in this research.

5.3 RECOMMENDATION

Based on the research limitation above, the researcher suggests that:

1. The next researcher is suggested to use an organization that has more members, so that the sample will be more representative.
2. The next researcher is suggested add other variables that have influence on the performance of employee.

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APPENDICES

1. QUESIONER

Kepada :

Yth Saudara/ Saudari responden

Di tempat

Dengan Hormat,

Sehubungan dengan penelitian yang dilakukan sebagai penunjang skripsi yang berjudul “THE INFLUENCE OF REWARD AND PUNISHMENT SYSTEM, MOTIVATION, AND WORK ENVIRONMENT TOWARD THE PERFORMANCE OF EMPLOYEE (Case Study of PT.Aseli Dagadu Djokdja)” yang disusun sebagai salah satu syarat kelulusan S1 Fakultas Ekonomi Jurusan Akuntansi Universitas Islam Indonesia, Yogyakarta. Kami memohon kesediaan Saudara/Saudari untuk mengisi kuisisioner yang terlampir berikut ini. Kesediaan Saudara/Saudari untuk menjawab pertanyaan-pertanyaan yang diajukan dalam penelitian ini sangat berharga bagi keberhasilan penelitian ini dan seluruh jawaban yang Saudara/Saudari berikan akan dirahasiakan.

Atas bantuan dan partisipasi Saudara/Saudari, kami ucapkan terimakasih.

Yogyakarta, Juli 2012

Pembimbing

Peneliti

Sigit Handoyo , S.E., M. Bus.

Diah Rahmawati C.U

A. Data Responden

- a) Nama :(Boleh tidak diisi)
- b) Jenis Kelamin :
- c) Usia :

B. Kuisioner Pelatihan

PETUNJUK PENGISIAN

1. Jawablah setiap pertanyaan ini sesuai dengan pendapat Saudara/Saudari.
2. Pilihlah jawaban dengan memberi tanda (X) pada salah satu pilihan jawaban yang paling sesuai menurut pendapat Saudara/Saudari. Pilihan jawaban menggunakan skala penilaian, dimana makna skala tersebut adalah sebagai berikut :

STS : Sangat Tidak Setuju

TS : Tidak Setuju

KS : Kurang Setuju

S : Setuju

SS : Sangat Setuju

3. Jawaban dari setiap pertanyaan sesuai dengan kondisi nyata perusahaan Saudara/Saudari saat ini.

KINERJA KARYAWAN

NO	PERNYATAAN	SS	S	N	TS	STS
1	Saya tidak pernah mendapatkan punishment dari perusahaan.					
2	Saya pernah mendapatkan reward yang diberikan perusahaan.					
3	Saya tidak pernah mendapatkan teguran dari atasan					
4	Saya berusaha dengan lebih keras daripada yang lain					
5	Saya mempunyai komitmen dan tanggungjawab dalam bekerja					

REWARD AND PUNISHMENT

NO	PERNYATAAN	SS	S	N	TS	STS
1	Perusahaan memberikan perlakuan yang sama kepada setiap karyawan					
2	Perusahaan memberikan reward sesuai prestasi kerja					
3	Saya merasa puas akan reward yang diberikan perusahaan					
4	Perusahaan memberikan punishment yang cukup adil.					
5	Sanksi yang diberikan perusahaan sudah baik.					

MOTIVASI

NO	PERNYATAAN	SS	S	N	TS	STS
1	Saya mendapatkan kebutuhan yang layak dengan bekerja disana.					
2	Secara financial Saya merasa aman dalam melakukan pekerjaan.					
3	Saya memiliki hubungan yang erat dengan semua karyawan.					
4	Saya sering dan ingin selalu mendapat penghargaan atas pekerjaan yang saya lakukan.					
5	Saya suka melaksanakan tugas yang menantang yang diberikan perusahaan.					

LINGKUNGAN KERJA

NO	PERNYATAAN	SS	S	N	TS	STS
1	Fasilitas (tempat ibadah, kamar mandi) di tempat kerja memadai.					
2	Kondisi tempat kerja saya nyaman.					
3	Kelengkapan peralatan kerja memadai.					
4	Hubungan kerja karyawan dengan atasan berjalan dengan baik					

2. TABLE OF QUESTIONNAIRE

a. The Perception About Reward And Punishment System

Resp.	X1.1	X1.2	X1.3	X1.4	X1.5	X1
1	4	4	3	5	5	4.20
2	3	3	4	4	4	3.60
3	2	4	4	3	3	3.20
4	4	4	4	4	4	4.00
5	3	3	3	3	3	3.00
6	2	2	4	3	3	2.80
7	4	4	4	4	4	4.00
8	2	4	3	3	2	2.80
9	3	3	3	3	3	3.00
10	2	2	3	2	2	2.20
11	4	2	4	4	4	3.60
12	4	4	3	3	3	3.40
13	4	4	4	4	4	4.00
14	5	3	4	3	4	3.80
15	4	3	5	3	3	3.60
16	4	3	4	4	4	3.80
17	4	4	4	4	3	3.80
18	4	3	5	4	3	3.80
19	4	3	4	3	2	3.20
20	3	3	3	3	3	3.00
21	4	4	4	4	4	4.00
22	4	4	4	4	4	4.00

23	4	4	4	4	4	4.00
24	2	2	2	2	2	2.00
25	4	4	4	4	4	4.00
26	4	4	4	4	4	4.00
27	4	4	4	3	4	3.80
28	4	4	4	4	4	4.00
29	4	3	3	3	3	3.20
30	3	3	4	3	4	3.40
31	4	4	4	4	4	4.00
32	4	4	4	4	4	4.00
33	4	4	4	4	5	4.20
34	4	3	2	3	3	3.00
35	3	3	2	2	2	2.40
36	4	4	2	3	3	3.20
37	4	4	4	3	3	3.60
38	4	4	4	4	4	4.00
39	4	4	4	4	4	4.00
40	4	4	2	2	2	2.80
41	4	4	4	4	4	4.00
42	4	4	3	4	3	3.60
43	4	4	4	4	4	4.00
44	4	4	4	4	4	4.00
45	4	4	4	4	4	4.00
46	4	4	4	4	4	4.00

47	4	4	4	4	3	3.80
48	4	4	4	4	4	4.00
49	5	4	4	5	5	4.60
50	4	4	4	3	3	3.60
51	4	4	3	4	5	4.00
52	5	5	5	5	5	5.00
53	4	4	4	4	4	4.00
54	4	4	4	3	3	3.60
55	4	4	3	3	4	3.60
56	3	3	3	3	3	3.00
57	5	4	4	4	5	4.40
58	4	5	5	2	3	3.80
59	4	4	4	4	4	4.00
60	4	4	4	4	4	4.00

b. The Perception About Motivation

Resp.	X1.1	X1.2	X1.3	X1.4	X1.5	X1
1	4	4	5	4	4	4.20
2	3	2	4	2	3	2.80
3	3	2	4	4	4	3.40
4	4	4	5	4	4	4.20
5	2	4	4	3	2	3.00
6	4	2	3	3	5	3.40
7	4	4	4	4	4	4.00

8	4	3	4	3	3	3.40
9	3	3	4	3	3	3.20
10	4	3	5	4	4	4.00
11	4	4	4	2	4	3.60
12	3	2	4	3	4	3.20
13	4	3	4	4	4	3.80
14	3	3	4	5	4	3.80
15	3	4	4	4	3	3.60
16	4	4	4	3	4	3.80
17	4	4	4	4	4	4.00
18	4	3	4	3	4	3.60
19	4	3	4	2	3	3.20
20	4	4	4	4	4	4.00
21	4	4	4	4	4	4.00
22	4	4	4	4	4	4.00
23	4	4	4	4	4	4.00
24	3	3	4	3	4	3.40
25	4	4	4	3	4	3.80
26	3	3	3	3	4	3.20
27	4	4	4	4	4	4.00
28	4	4	4	4	4	4.00
29	3	3	3	3	3	3.00
30	4	4	4	4	4	4.00
31	4	4	5	3	3	3.80
32	2	2	4	3	4	3.00

33	4	4	5	2	4	3.80
34	4	4	5	3	5	4.20
35	4	2	4	3	4	3.40
36	4	3	4	3	4	3.60
37	3	2	4	4	4	3.40
38	4	4	4	4	4	4.00
39	4	4	4	3	4	3.80
40	3	2	4	2	3	2.80
41	4	4	4	4	4	4.00
42	4	4	5	2	4	3.80
43	4	4	5	2	4	3.80
44	4	4	4	1	4	3.40
45	4	4	5	4	4	4.20
46	4	4	5	1	4	3.60
47	4	4	4	2	4	3.60
48	5	5	5	3	5	4.60
49	5	5	4	5	5	4.80
50	4	4	5	3	4	4.00
51	4	4	4	4	3	3.80
52	5	5	4	4	4	4.40
53	3	2	3	3	3	2.80
54	4	4	5	3	4	4.00
55	4	4	3	3	5	3.80
56	4	3	3	3	3	3.20
57	4	4	5	4	4	4.20

58	5	4	5	4	3	4.20
59	5	5	5	4	5	4.80
60	4	3	4	4	3	3.60

c. The Perception About Work Environment

Resp.	X1.1	X1.2	X1.3	X1.4	X1
1	4	4	4	3	3.75
2	4	4	2	4	3.50
3	4	4	2	4	3.50
4	4	4	4	5	4.25
5	2	2	2	3	2.25
6	1	3	2	2	2.00
7	4	4	4	4	4.00
8	4	4	4	4	4.00
9	3	4	2	3	3.00
10	3	3	3	4	3.25
11	4	4	4	4	4.00
12	4	4	4	4	4.00
13	3	3	3	3	3.00
14	3	3	4	4	3.50
15	4	3	3	4	3.50
16	4	4	4	4	4.00
17	4	4	4	5	4.25
18	5	5	5	4	4.75
19	4	4	3	4	3.75

20	4	3	4	4	3.75
21	4	4	4	4	4.00
22	4	4	4	5	4.25
23	5	4	4	4	4.25
24	2	2	2	4	2.50
25	4	4	4	4	4.00
26	3	3	3	4	3.25
27	2	3	2	4	2.75
28	4	4	4	5	4.25
29	4	4	4	4	4.00
30	3	3	3	4	3.25
31	4	4	4	4	4.00
32	4	4	4	5	4.25
33	4	3	4	5	4.00
34	4	4	4	4	4.00
35	2	2	3	4	2.75
36	4	3	3	3	3.25
37	4	4	4	4	4.00
38	4	4	4	4	4.00
39	4	4	4	4	4.00
40	3	3	3	4	3.25
41	4	4	4	4	4.00
42	4	4	4	4	4.00
43	4	4	4	4	4.00
44	4	4	4	4	4.00

45	4	3	4	4	3.75
46	4	4	4	5	4.25
47	4	4	4	4	4.00
48	5	5	5	5	5.00
49	4	3	3	2	3.00
50	3	3	3	4	3.25
51	3	4	3	3	3.25
52	5	5	5	5	5.00
53	4	3	3	3	3.25
54	4	4	4	4	4.00
55	2	4	4	4	3.50
56	5	3	3	3	3.50
57	4	5	4	4	4.25
58	3	3	3	3	3.00
59	4	4	4	4	4.00
60	4	4	4	4	4.00

d. Performance of Employee

Resp.	Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y
1	5	5	5	5	5	5.00
2	5	4	2	3	5	3.80
3	3	4	2	5	4	3.60
4	5	4	4	4	5	4.40
5	1	1	1	1	1	1.00
6	5	5	2	3	5	4.00
7	3	4	3	4	4	3.60
8	4	3	3	3	4	3.40
9	4	3	3	3	5	3.60
10	4	4	4	4	4	4.00
11	4	4	2	4	4	3.60
12	4	4	2	4	4	3.60
13	4	5	2	3	4	3.60
14	3	3	4	3	4	3.40
15	5	4	4	4	3	4.00
16	4	3	5	4	5	4.20
17	4	4	3	4	4	3.80
18	4	4	4	3	4	3.80
19	4	4	4	3	5	4.00
20	4	4	3	4	3	3.60
21	4	3	3	4	4	3.60
22	4	4	4	4	4	4.00
23	4	4	4	3	4	3.80

24	4	3	3	3	4	3.40
25	4	3	4	3	5	3.80
26	4	4	3	3	4	3.60
27	4	3	3	3	4	3.40
28	4	3	4	3	5	3.80
29	4	4	4	4	4	4.00
30	4	4	4	4	3	3.80
31	4	4	2	3	5	3.60
32	4	2	4	4	4	3.60
33	2	4	2	4	4	3.20
34	5	1	2	3	5	3.20
35	4	4	2	4	5	3.80
36	4	4	3	4	3	3.60
37	4	3	3	4	4	3.60
38	4	4	4	4	4	4.00
39	4	4	2	3	4	3.40
40	4	5	4	4	4	4.20
41	4	4	4	3	4	3.80
42	5	4	4	2	4	3.80
43	4	4	3	2	4	3.40
44	4	4	4	2	4	3.60
45	5	4	3	2	4	3.60
46	4	2	4	4	4	3.60
47	4	3	4	4	5	4.00
48	4	2	4	4	4	3.60

49	5	5	4	4	5	4.60
50	5	5	5	5	4	4.80
51	3	4	4	4	5	4.00
52	5	5	5	5	5	5.00
53	5	3	4	3	3	3.60
54	2	5	1	3	5	3.20
55	1	4	2	3	4	2.80
56	5	2	5	5	5	4.40
57	5	4	5	5	5	4.80
58	5	5	3	5	5	4.60
59	5	5	5	5	5	5.00
60	4	4	5	4	4	4.20

3. VALIDITY AND RELIABILITY TEST

a. The Perception about Reward and Punishment System

Correlations

		X1.1	X1.2	X1.3	X1.4	X1.5	X1
X1.1	Pearson Correlation	1	,418*	,478**	,589**	,602**	,815**
	Sig. (2-tailed)		,022	,008	,001	,000	,000
	N	30	30	30	30	30	30
X1.2	Pearson Correlation	,418*	1	,220	,554**	,449*	,685**
	Sig. (2-tailed)	,022		,243	,001	,013	,000
	N	30	30	30	30	30	30
X1.3	Pearson Correlation	,478**	,220	1	,454*	,381*	,638**
	Sig. (2-tailed)	,008	,243		,012	,038	,000
	N	30	30	30	30	30	30
X1.4	Pearson Correlation	,589**	,554**	,454*	1	,780**	,873**
	Sig. (2-tailed)	,001	,001	,012		,000	,000
	N	30	30	30	30	30	30
X1.5	Pearson Correlation	,602**	,449*	,381*	,780**	1	,841**
	Sig. (2-tailed)	,000	,013	,038	,000		,000
	N	30	30	30	30	30	30
X1	Pearson Correlation	,815**	,685**	,638**	,873**	,841**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	30	30	30	30	30	30

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,830	5

b. The Perception About Motivation

Correlations

		X2.1	X2.2	X2.3	X2.4	X2.5	X2
X2.1	Pearson Correlation	1	,377*	,273	,181	,593**	,718**
	Sig. (2-tailed)		,040	,145	,338	,001	,000
	N	30	30	30	30	30	30
X2.2	Pearson Correlation	,377*	1	,314	,352	-,017	,668**
	Sig. (2-tailed)	,040		,091	,056	,930	,000
	N	30	30	30	30	30	30
X2.3	Pearson Correlation	,273	,314	1	,311	,000	,536**
	Sig. (2-tailed)	,145	,091		,094	1,000	,002
	N	30	30	30	30	30	30
X2.4	Pearson Correlation	,181	,352	,311	1	,354	,721**
	Sig. (2-tailed)	,338	,056	,094		,055	,000
	N	30	30	30	30	30	30
X2.5	Pearson Correlation	,593**	-,017	,000	,354	1	,578**
	Sig. (2-tailed)	,001	,930	1,000	,055		,001
	N	30	30	30	30	30	30
X2	Pearson Correlation	,718**	,668**	,536**	,721**	,578**	1
	Sig. (2-tailed)	,000	,000	,002	,000	,001	
	N	30	30	30	30	30	30

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,646	5

c. The Perception About Work Environment

Correlations

		X3.1	X3.2	X3.3	X3.4	X3
X3.1	Pearson Correlation	1	,786**	,724**	,548**	,933**
	Sig. (2-tailed)		,000	,000	,002	,000
	N	30	30	30	30	30
X3.2	Pearson Correlation	,786**	1	,597**	,336	,819**
	Sig. (2-tailed)	,000		,000	,070	,000
	N	30	30	30	30	30
X3.3	Pearson Correlation	,724**	,597**	1	,468**	,864**
	Sig. (2-tailed)	,000	,000		,009	,000
	N	30	30	30	30	30
X3.4	Pearson Correlation	,548**	,336	,468**	1	,684**
	Sig. (2-tailed)	,002	,070	,009		,000
	N	30	30	30	30	30
X3	Pearson Correlation	,933**	,819**	,864**	,684**	1
	Sig. (2-tailed)	,000	,000	,000	,000	
	N	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

Case Processing Summary

	N	%
Cases Valid	30	100,0
Excluded ^a	0	,0
Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,846	4

d. Performance of Employee

Correlations

		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y
Y1.1	Pearson Correlation	1	,664**	,380*	,435*	,646**	,836**
	Sig. (2-tailed)		,000	,038	,016	,000	,000
	N	30	30	30	30	30	30
Y1.2	Pearson Correlation	,664**	1	,151	,587**	,406*	,738**
	Sig. (2-tailed)	,000		,427	,001	,026	,000
	N	30	30	30	30	30	30
Y1.3	Pearson Correlation	,380*	,151	1	,362*	,383*	,655**
	Sig. (2-tailed)	,038	,427		,049	,037	,000
	N	30	30	30	30	30	30
Y1.4	Pearson Correlation	,435*	,587**	,362*	1	,289	,714**
	Sig. (2-tailed)	,016	,001	,049		,121	,000
	N	30	30	30	30	30	30
Y1.5	Pearson Correlation	,646**	,406*	,383*	,289	1	,742**
	Sig. (2-tailed)	,000	,026	,037	,121		,000
	N	30	30	30	30	30	30
Y	Pearson Correlation	,836**	,738**	,655**	,714**	,742**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,780	5

4. MULTIPLE REGRESSION

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	X3, X2, X1 ^a	.	Enter

a. All requested variables entered.

b. Dependent Variable: Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,932 ^a	,868	,861	,22108

a. Predictors: (Constant), X3, X2, X1

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,022	3	6,007	122,913	,000 ^a
	Residual	2,737	56	,049		
	Total	20,759	59			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,372	,778		6,909	,000
	X1	,676	,105	,638	6,413	,000
	X2	,096	,045	,074	2,133	,015
	X3	,338	,098	,339	3,434	,001

a. Dependent Variable: Y

5. NORMALITY TEST

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,21538387
Most Extreme Differences	Absolute	,169
	Positive	,122
	Negative	-,169
Kolmogorov-Smirnov Z		1,313
Asymp. Sig. (2-tailed)		,064

a. Test distribution is Normal.

b. Calculated from data.

6. HETEROSCEDASTICITY

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	X3, X2, X1	.	Enter

a. All requested variables entered.

b. Dependent Variable: ABS_RESS

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,299 ^a	,090	,041	5764,86613

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: ABS_RESS

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2E+008	3	61089793,15	1,838	,151 ^a
	Residual	2E+009	56	33233681,51		
	Total	2E+009	59			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: ABS_RESS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17348,226	20276,538		,856	,396
	X1	-4044,200	2749,222	-,385	-1,471	,147
	X2	864,758	1698,797	,067	,509	,613
	X3	-1330,518	2566,067	-,135	-,519	,606

a. Dependent Variable: ABS_RESS

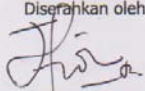
7. Multikolinearitas

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	,238	4,205
	X2	,931	1,074
	X3	,241	4,148

a. Dependent Variable: Y

The receipt of proposal

		TANDA TERIMA PROPOSAL	
		PT Aseli DAGADU Djokdja Jl. Pakuningratan 17 Yogyakarta 55233 Telp. (0274-513115) Fax. (0274-521951)	
Diterima tgl :	Konfirmasi tgl :	No. Pendaftaran :	0274-373441
20/6/2012	27/6/2012		Penanggungjawab : HRD.
Jenis Proposal :	Skripsi / Penelitian / Sponsorship / Sosial /		
Judul Proposal :	THE INFLUENCE OF REWARD N' PUNISHMENT SYSTEM, MOTIVATION N' WORK ENVIRONMENT TOWARD THE PERFORMANCE OF EMPLOYEE		
Nama :	DIAH RAHMAWATI C.U NM = 08312369 HP: 085699636856		
Instansi :	FE UIR		
Diserahkan oleh, 		Diterima oleh, 	
Nama : DIAH RAHMAWATI C.U.		Nama : ETTAP-FO.	
Catatan : Lembar 1 untuk yang menyerahkan proposal Lembar 2 untuk Penanggungjawab Lembar 3 untuk Administrasi			
www.dagadu.co.id			

CHAPTER I

INTRODUCTION

1.1 STUDY BACKGROUND

Nowadays business world is required to create high performance of the employees for the development of the company. Companies must be able to build and improve the performance in their environment. The company's success is influenced by several factors such as human resource, since it is the subject of overall level from planning up to evaluation that may utilize the other resources owned by an organization or company. The existence of human resource in the company plays an important role. Labor has great potential to run the company's activities. The potential of every human resources that exist in a company should be deployed effectively in order to be able to make an optimal output.

Achievement of corporate goals not only depends on modern equipment, facilities, and infrastructure, but also depends on humans who carry out that work. The success of a company is strongly influenced by the performance of employees. Any organization or company will always try to improve the employee performance with the hope the company's objective will be accomplished.

PT. Aseli Dagadu Djokdja is the company engaged in the manufacturing. The company was started by a group of individuals who had common interest in

the issue of tourism, urban, and appreciation of graphic design, and established the business on January 9, 1994. This study focuses on the employees of PT. Aseli Dagadu Djokdja located in Yogyakarta. High employee performance is expected by the company itself. The more employees that have a high performance, the company's overall productivity will be increased so that the company will be able to survive in global competition.

The employee is required to complete the tasks and responsibilities effectively and efficiently. The success of employee can be measured through customer satisfaction, reduced number of complaints and the achievement of optimal targets. Employee performance in PT. Aseli Dagadu Djokdja can also be measured through the completion of their duties effectively and efficiently along with the employees' performance in their role and function which are linearly and positively related to the success of a company. There are negative factors that can decrease the performance of employees, such as the declining willingness of employees to achieve work performance, lack of timeliness in completion of the work so that less follow the rules, effects coming from the environment, partner who also declined spirit and the absence of examples that should be used as a reference to the achievement of good work performance. All of that is because the decrease in work performance of employees. Factors that can be used to improve performance include reward and punishment system, motivation, and work environment.

Reward and punishment system is a form of encouragement to reinforce a behavior or an effort to stop the behavior that does not give positive effect. As

part of the behavioral approach to this day, the two approaches are very effective in influencing the behavior or performance of people within the company. The reward system is one of tools to increase motivation of employees. This method can associate behavior and act someone with the feeling of happy, comfortable, and usually can make him or her do a good behavior continuously. Beside motivation, reward has a purpose to make someone become more active in correcting and improving the achievement that has been reached. While punishment can be defined as a conviction, penalty or doubt that is given when there is a violation.

Naturally either reward or punishment system together are needed to motivate someone, including to motivate human resources in increasing the quality of performance. Both systems are the reaction from the supervisor toward performance and productivity represented by employees i.e. punishment for bad behavior and reward for good behavior. Seen from the function, reward and punishment has the purpose to make someone better, more quality, and responsible for the task and also teach a person to commit.

Besides reward and punishment system, motivation also can give a significant contribution in developing the quality of employee performance. Motivation is encouragement, effort, and desire within the human that activate give power, and direct behavior to carry out tasks within the scope of work (Hakim, 2006). Robbins (2006) defines motivation as a process that will determine the intensity, direction, and perseverance in the pursuit of individual goals. Motivation is a process that begins from the strength in terms of

physiological and psychological or behavioral needs that result in encouragement aimed at a goal or incentive (Moekijat, 2001 in Hakim, 2006). Several researchers have examined the relationship between motivation to employee performance, including Suharto and Cahyono (2005), Hakim (2006). The influence of motivation toward performance indicated the same result that the relationship between motivations to employee performance showed a positive and significant relationship.

In addition, the work environment where employees are working is also important in improving employee performance. According to Mardiana (2005), the working environment is an environment in which employees perform their daily work. Working environment that is conducive provide safety feeling and enable staff to be able to work optimally. The Environmental factors are working conditions, material and psychological conditions that exist within the organization. Thus the organization should provide an adequate work environment such as physical environment (comfortable office layout, clean environment, good air exchange, color, lighting and tuneful music), as well as the non-physical environment such as employment atmosphere , welfare, fellow relations, employee relations with the leaders, as well the praying places). Good working environment can support the implementation of employment so that employees have a passion to work and improve employee performance.

Creating a high performance required an increase in optimal working and ability to leverage the potential of Human Resources owned by the employee in order to create the organization's goals so that it will make a positive contribution

to the development of the organization. In addition, organizations need to consider various factors that can affect the motivation of employees, in this case is organization's role in enhancing motivation and creating a conducive working environment to encourage the creation of a professional attitude and acts in accordance with the field work done and each responsibilities.

Human resources play a role in processing and utilizing resources and materials so that it becomes a product. Therefore, to improve performance, keep in mind that to make the human resources able to work efficiently and display performance which can contribute to productivity, the fundamental problems that should be considered are management and leadership issues. Performance is measured by the standard or criteria established organization. The employee performance management aims to achieve a very high standard to improve overall organizational performance.

In relation with the performance of employees, the leaders and employees should provide excellent service to the community in more professional ways. Therefore, this study is conducted to determine whether the reward and punishment system, motivation, and work environment has a significant influence on the performance of employees in industrial enterprises. This research is also expected to provide benefits to the organization in providing motivation for the employees so that organizational goals can be achieved. Based on the description of the background above, the formulated research title is "The Influence of Reward and Punishment System, Motivation and Work environment toward the Performance of Employee (Case Study of PT. Aseli Dagadu Djokdja)".

1.2 PROBLEM IDENTIFICATION

The research indicates that there are some factors that can influence the performance of employees in PT. Aseli Dagadu Djokdja such as reward and punishment system, motivation, and work environments. Thus, the researcher would like to examine whether there is a relationship between those factors with performance of employees in PT. Aseli Dagadu Djokdja or not.

1.3 PROBLEM FORMULATION

Human beings is the most dominant resource in achieving goals of the company. The influence of employees' performances is important in creating company's goals. The problem with this company is low performance of employees, for certain effort that can increase employee's performance. With that problem, it is assumed that reward and punishment system, motivation and work environment have influence with performance of employees. Based on that problem, research question can be formulated as follows:

1. Does reward and punishment system have a positive influence toward the performance of employees in the company?
2. Does motivation have a positive influence toward the performance of employees in the company?
3. Does work environment have a positive influence toward the performance of employees in the company?

1.4 RESEARCH LIMITATION

The researcher would like to set limitation of the research area in order to be more focused in the research:

1. Data obtained in this research are limited to the perception of the employee about perception of reward and punishment system, perception of motivation, perception of work environment, and perception of performance.
2. The subject of this research is the employees of PT. Aseli Dagadu Djokdja in the front lines in.

1.5 RESEARCH OBJECTIVE

The objective of this research is to get deep description and to give empirical evidence about the influence of reward and punishment system, motivation, and work environment toward the performance of the employee. Based on background and problem formulation above, so the objective of this research:

1. To know whether reward and punishment system have a positive influence on the performance of employee.
2. To know whether motivation has a positive influence on the performance of employee.
3. To know whether work environment has a positive influence on the performance of employee.

1.6 RESEARCH CONTRIBUTION

This research is conducted with an expectation that it can give additional scientific benefits and input as well as a new reference for the next research. The result of this research is expected to benefit these following parties:

1. For academician.

This research is expected to criticize the academician perspective in influencing the performance of employees. In addition, it can be the reference for the person who is interested to improve the knowledge related to reward and punishment system, motivation, and work environment.

2. For the company

This research hopefully can give worthy information for company about the factors related to employees work satisfaction that can influence the performance of employee who helps managing intake policy to try fulfilling desirability and factors related to employees work satisfaction that consist improvement of employee performance and also the company itself.

3. For Society

This research is expected to give information and reference for parties who need to understand the theory of reward and punishment system, motivation, work environment, and performance of the employee.

4. For writers

- a. To fulfill one of the requirement in finishing the study in the Islamic University of Indonesia, Faculty of Economics.
- b. To get additional knowledge, information and also occupation that relevant to improve competency and intelligence.

CHAPTER II

REVIEW RELATED LITERATURE

2.1 INTRODUCTION

In this chapter, the researcher tried to provide the critical literature review of previous research findings. Any relevant theories will be very helpful to support the research. Hence, literature reviews will help the researcher to understand the theories that will be discussed in this research better.

In this chapter, the researcher will explain each definition that may influence the performance of employees such as reward and punishment system, motivation, work environment and the connection to the performance of the employee. In addition, this research creates a hypothesis formulation to make it easier to understand each connection. These hypotheses become the concern of the researcher to do the research.

2.2 PERFORMANCE

Performance is the behavior of organizations that are directly related to the production of goods or service delivery. Information about the organization's performance is very important in evaluating whether the organization performance that has been in line with the expected goals or not. However, in reality, there are many organizations that have limited and even no information about the performance of the organization. Performance as the results of job

functions or activities of a person or group within an organization are influenced by various factors to achieve organizational goals within a certain time period (Tika, 2006). Meanwhile, according to Rivai and Basri (2005) performance is the willingness of a person or group of people to do something and improve their activities in accordance with the responsibilities of the results as expected.

According to Bambang Guritno and Waridin (2005) performance is a comparison of the working results achieved by employees and the standards set. Meanwhile, according to Hakim (2006), the performance is a result of work achieved by individuals based on the individual's role or job in a company at a certain time period, which is connected to a specific standard or size value of the company where the individual is working. The performance is a comparison of the results achieved by employees working with the standards set (Masrukhin and Waridin, 2004).

Based on the understanding about performance from some ideas above, the performance can be defined as the comparison of the results achieved by employees working with the standards set. Performance also means that the results achieved by a person, both the quantity and quality in an organization in accordance with the responsibilities given.

Tika (2006) argued that 4 (four) elements contained in the performance are, the results of the work function, the factors that affect the performance of the employee, achievement of organizational goals, and certain time period. Meanwhile, according Rivai and Basri (2005), performance is basically determined by three things, i.e. ability, desire, and environment.

Rivai and Basri (2005) also mentioned four aspects of performance such as ability, acceptance of corporate objectives, the level of objectives achieved, and the interaction between objectives and capabilities of employees within the company.

The objectives of performance according to Rivai and Basri (2005) are as follows:

1. Proficiency from the ability of the new duty intended to improve outcomes of performance and activities.
2. Proficiency of new knowledge which will help employees with solving complex problems on the activity of making a decision on duties.
3. Proficiency or improvement in attitude toward his co-workers with an activity performance.
4. Target activity of performance improvement.
5. Improvements in the quality or production.
6. Improvement in time or delivery.

Yuwalliatin (2006) says that the performance is measured by instruments developed in the study which is incorporated in the performance measures in general which is then translated into a fundamental behavioral assessment, such as followings:

1. Quantity of work
2. Quality of work
3. Knowledge about the job
4. Opinion or statement that delivered

5. Planning activities

2.3 REWARD AND PUNISHMENT SYSTEM

2.3.1 REWARD SYSTEM

To obtain professional employment in accordance with the demands of the position is required a sustainable development, which is a business planning, organization, use, and maintenance of labor to be able to carry out tasks effectively and efficiently. As a real step in development result then was held giving rewards to employees who have shown a good work performance. As for the understanding of the award or reward in the company often in the form of a certificate and a gift of money from companies to employee that have achievement.

The award itself is reward that given to motivate employees to make high their productivity (Tohardi, 2002: 317). The reward is an incentive that linked the payment on the basis to increase the productivity of employees in order to achieve competitive advantage (Henri Simamora, 2004:514). The award is a reward in the form of money that given to them who can work exceeded standards set (Mahmudi, 2005: 89). Based on the opinion of experts before, the researcher concludes that the award is a reward given in the form of material and non-material that provided by the company to its employees so that they can work with higher motivation and achievement in reaching company objectives, in other words the reward is intended to increase productivity and retain performing employees in order to remain in the company. The reward system is intended as

an encouragement so that employees would work better and generate motivation so it can encourage better employee performance.

In a broad scope, organizational reward systems are all that appreciated and desired human resources who are able and willing to be firm in exchange for the contribution that given by human resources. Therein are divided into various financial rewards and non-financial rewards. Even though money is a very big effect on the employees and their productivity, the impact of non-financial rewards as well as significant for employees.

Awards can bridge the gap between expectations and company objectives with individual aspirations (Sedamaryanti, 2001: 83). To be effective, an organizational reward system should provide four things, such as the awards are sufficient to fulfill the basic needs of the company, similarity with the external labor market, the similarity in the organization, and the treatment based on the individual needs of every member of the organization.

Widely reward system created to attract, withstand, and motivate employee performance. But a more important goal in it is a justice equality that usually achieved with at least three dimensions as follow:

1. Internal Similarity: based on the price of what was given by the employee to the company.
2. External Similarity: adjusted with an average payment of other companies.
3. Individual Similarity: fair pay among individuals who do the same work or similarly.

Employees want rewards that are commensurate with what is given to the company and same as other employees received with similar work definitely the employee will show the work results are consistent. Equity norm is important to the reward system. If employees do not get it, then it will tend to reduce their contribution or even out of the company. So in the broader side, the reward system is designed to be able to attract, retain and encourage employees to work more productively.

2.3.2 PUNISHMENT SYSTEM

"Many people define punishment as something meted out to a person who has committed a crime or other inappropriate behavior" (Miltenberger, 2004, p. 114). Applying this definition means that the punisher not only intends to end the behavior but also seeks retribution and hurt to the wrongdoer. The person being punished is seen, to deserve the negative effects caused by the use of punishment. Punishment, by this definition, is therefore used as a device to end the unacceptable conduct and as a tool of retribution.

The behavior modification definition of punishment is the process in which the consequence of a behavior leads to a decline in occurrences of that behavior in the future. According to this definition the intent of punishment is to prevent future episodes of a particular behavior (Miltenberger, 2004).

There are two ways punishment can be carried out that is positive punishment and negative punishment. Positive punishment presents the addition of an aversive stimulus. If an employee commits a rule infraction, the first

response according to a common discipline system in business, is a verbal warning. The verbal warning is an example of an aversive stimulus that was imposed as a result of a rule infraction. On the other hand, negative punishment removes a reinforcing stimulus. An example of negative punishment can also be derived from a common business practice. Some businesses will suspend a problem employee without pay. The removal of pay constitutes an exclusion from the reinforcing stimulus of being paid and therefore is a form of negative punishment (Barth, 2002).

There are four main factors that influence the effectiveness of punishment. The first is immediacy: "For punishment to be most effective, the consequence must follow the behavior immediately" (Miltenberger, 2004, p. 122). Secondly, contingency plays a large role in the success of punishment procedures. A punisher must follow a behavior every time in a consistent manner or risk diminishing the effect of the punishment system. If an employee is punished only one out of every 10 times he is late, he is not as likely to stop that behavior as he would be if the punisher were implemented every time. Establishing operations is the third identified factor in the effective use of punishment. An establishing operation is an event that changes the value of a stimulus as a reinforcer or punisher. A common punishment for an employee is when he is asked to stay late and finish work that has not been completed. Most employees would begrudgingly oblige, fearing bad reviews from the boss later on. However, if the employee knew that a friend frequently stays late and would be staying late that night, it would weaken the force of this aversive stimulus and thus an establishing

operation would be formed. Conversely, if the employee would be missing an event that was particularly important to him, for instance his child's sporting event, the aversive stimulus of staying late would be much more powerful. The final factor for effective punishment is the difference in individuals and the magnitude of the punishers being used. Some intended punishers may not affect some employees because of the chosen stimulus or the extent of the punishment itself. Consequences that function as punishers vary from person to person. An event may be established as a conditioned punisher for one person but not for another. The magnitude and intensity of a punishment also affect whether a stimulus will function as a punisher. Generally, the more intense the aversive stimulus, the more likely it will serve as a punisher (Miltenberger, 2004).

Punishment has to be immediate, contingent, and applied to all employees equally or it will not be accepted (Appelbaum, 1998). It seems that managers are in no position to comply completely with all of the requirements of effectual punishment. Punishment cannot work effectively because managers can never meet all of the requirements for success (Why Punishment-- 'Do It Or Else ... ' -- Doesn't Work, 2002). Therefore, a system based solely on punishment will not be effective and other alternatives need to be sought.

2.4 MOTIVATION

Human behavior actually is just the simplest reflection of their basic motivations. In order to make human behavior in accordance with the organizational goals, then there must be a combination of motivations about the

fulfillment of their own needs and demands of the organization. Human behavior is caused or started with the existence of motivation. According to Robbins (2007) motivation is a process that contributes to the intensity, direction, and duration of the ongoing individual efforts towards achievement of targets. In addition, the definition of motivation also comes from the Marihot Tua E. H. (2002) as the factors that lead and encourage behavior or desire for someone to do an activity that is expressed in terms of effort.

The other definition of motivation is expressed by Sopiah (2008) which is the circumstances in which strong will and effort of the person is directed toward achieving the results or specific goals. The results are referred to be productive, attendance, or behavior of other creative work.

Based on some understanding of the motivations above it can be concluded that motivation arises from a person to achieve a specific goal and can also be caused by the encouragement of others. However, the best motivation is from someone's self because it is done without compulsion and each individual has a different motivation to achieve its objectives.

Siagian (2002) said that in organizational life, including life at work in business organizations, the absolute aspects of motivation have to get serious attention from managers. Because the 4 (four) main considerations are:

1. Philosophy of human life revolves around the principle of "quit pro quo", which reflected in the saying "there is no taro yam, there is no return for the favor".

2. The dynamics of human needs are highly complex and not only material, but also psychological.
3. There is no saturation point in the satisfaction of human needs.
4. Differences characteristics of individuals within the organization or company, resulting in the absence of any motivational technique that is equally effective for all people in the organization as well for a person at a time and different conditions.

According to Siagian (2002), there are six technique's applications of motivation theory, namely:

1. Management by objectives (MBO).
2. Employee awards program.
3. Public order employee program.
4. Benefits varies program.
5. Planning on giving Reward based on skill.
6. Flexible benefits

According to Rivai (2004), there are some behaviors that can motivate employees such as:

1. Way of interacting.
2. Being an active listener.
3. Preparation of a challenging goal.
4. Approach to problem solving and objectives that focus behavior not on the individual.
5. The information that used reinforcement techniques.

2.5 WORK ENVIRONMENT

The work environment is one important factor in creating employee performance. Because the work environment has a direct influence to the employee in completing the work which will eventually improve organizational performance. The working environment can be good if the employees perform the activities in an optimal, healthy, safe, and comfortable condition. Therefore, the determination and the creation of good working environment will determine the successful achievement of organizational goals. Conversely, a bad work environment can decrease the motivation and low spirit of employee can decrease the performance of the employee.

Good Condition and working atmosphere will be created by the existence of the good development organization. Sarwoto (1991) stated that a good working atmosphere is produced especially in well-structured organization, while a poor working atmosphere is created by organizations that are not well structured . From the opinion above, it can be described that the creation of the working atmosphere is strongly influenced by the existing organizational structure within the organization.

According to Sedarmayanti (2001) in general, the type of work environment is divided into two i.e. physical and non-physical work environment:

A. Physical Work Environment

The physical work environment is all a physical condition around the workplace that may directly and indirectly influence employees

(Sedarmayanti, 2001). According to Komarudin (2002) the physical working environment is the whole or each aspect from physical symptoms and social-cultural surround or affect the individual. According to Alex S. Nitisemito (2002), physical work environment is everything around the workers that can influence themselves in performing the task, the tasks assigned, such as lighting, air temperature, space, safety, sanitary, music and others.

Based on definitions above, the physical work environment can be defined as everything that exists around the atmosphere where employees work, particularly on objects and situations around the workplace that may influence employees in performing their duties, The problem of work environment within an organization is very important and it requires the existence of the arrangement as well structuring factors of the physical work environment in the implementation of organizational activity. The factors of the physical work environment are as follows:

1. Coloring

The problem of color may affect the employees in performing the work, but many companies are less concerned about the color. Hence the regulation should provide the benefits, thus increasing employee morale. Coloring on the walls of the workspace should use soft colors.

2. Lighting

Lighting in the working space of employees plays a very important role in improving employee spirit so they can show a good work, which means

that sufficient workplace lighting helps the success of organization's operational activities.

3. Air

Sufficient air in the room is needed for employees because sufficient air exchange will cause the physical freshness of the employee. A too hot air temperature will reduce employee spirit in performing the work.

4. Noise

The noise can be very disturbing for the employees in the work. Noise can damage employee concentration and performance. Therefore, every organization must try to eliminate the noise or at least press the noise to minimize it . The organization's ability to provide funds for noise control is also one of the factors that determine the ways chosen to control noise in an organization.

5. Space

An organization is better if the employees have enough place to do the job or the task. Employees may not be able to work quietly and maximally if available space cannot provide convenience. Hence, the space to place the employee works should be planned in advance so that employees will not be disturbed in performing their work. Besides, it also must be able to avoid the waste of company's resource and cost many expenses.

6. Security

Security for employees greatly affects the spirit and performance of the employee. In here, the security is a security that can be inserted into the physical work environment. If it is not safe at work the employee will be

anxious and he or she cannot concentrate with his or her job which consequently make employee's spirit decline. Therefore an organization should keep trying to create and maintain a safe situation and atmosphere so that employees feel happy and comfortable at work.

7. Cleanliness

Clean working environment will make the situation around workplace healthy. Therefore, each organization should always maintain a healthy work environment. With a clean environment employees will be happy to increase the work performance.

B. Non- Physical Work Environment

The nonphysical work environment is all of the circumstances related to labor relations, either relations with superiors or relationship with subordinate others co-worker, or relationship with a subordinate (Sedamayanti, 2001). Non-physical work environment is not as important as the physical work environment. Employee spirit is very influenced by non-physical work environment, such as relationships with other employees and with their leaders. If an employee's relationship with other employees and the leaders went very well then it will be able to make employees feel more comfortable in the work environment. Therefore, employee spirit and performance will also be increased. There are 5 aspects of non-physical working environment that may affect the behavior of employees, i.e.:

1. Work structure, namely the extent to which the work given to the workers to have the structure of work and good organization.
2. Work responsibilities, namely the extent to which workers feel that the work understand their responsibilities and responsible for their actions.
3. Attention and support of leaders, namely the extent to which employees feel that leaders often give directions, confidence, attention and respect them.
4. Cooperation between groups, namely the extent to which employees feel there is good cooperation between the existing working groups.
5. Smooth communication, namely the extent to which employees feel good open, and smooth communication,, among either fellow workers or the leaders.

These two types of work environments above should always be considered by the organization and cannot be separated. Sometimes organizations simply prefer one type of work environment above, but it would be better if both were implemented to the maximum effort so that the performance of employee may be more optimal. The role of a leader is really necessary in this case. Leaders must be able to create a good working environment and to improve employee performance.

2.6 HYPOTHESIS FORMULATION

The hypothesis of this research is formulated as follows:

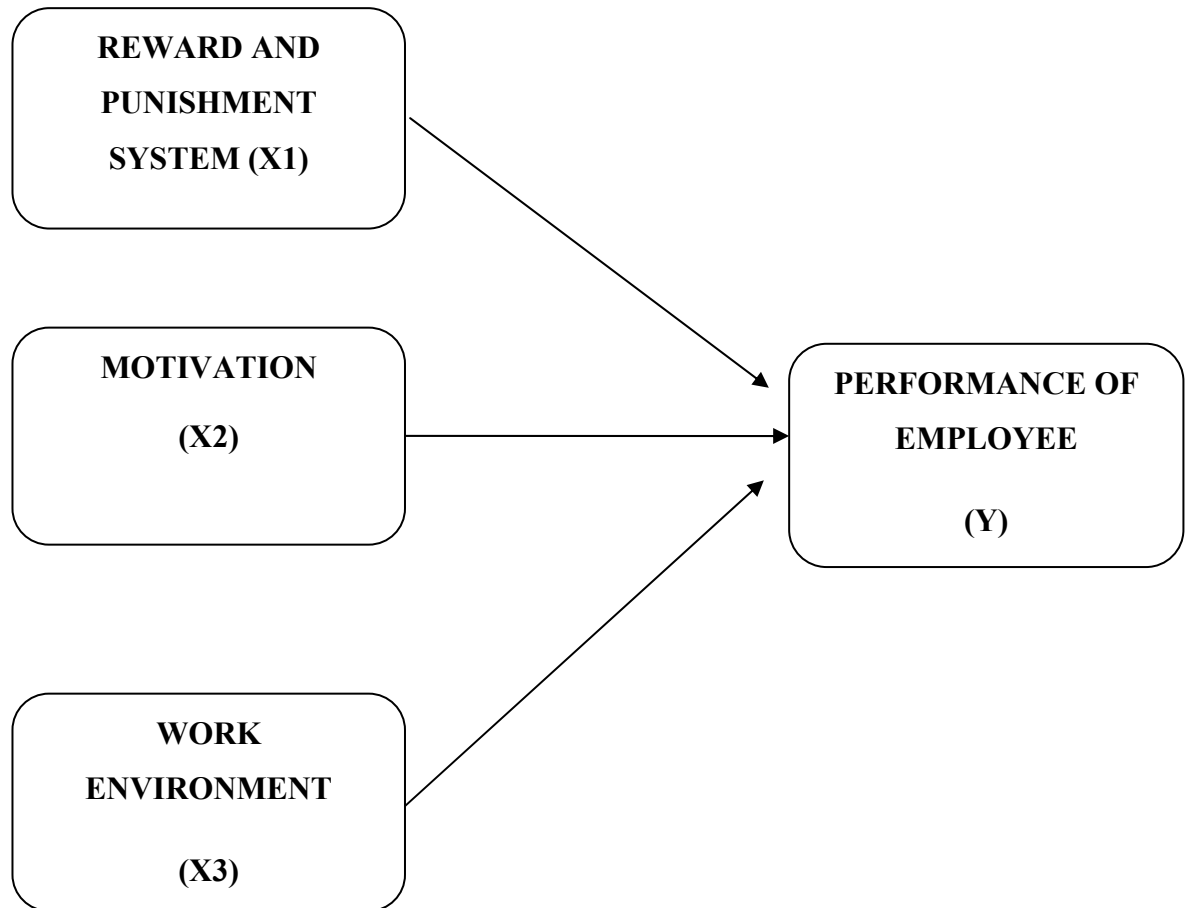
- H1: Perception about reward and punishment system has a positive influence toward the performance of employee
- H2: Perception about motivation has a positive influence toward the performance of employee
- H3: Perception about work environment has a positive influence toward the performance of employee

2.7 CONCEPTUAL FRAMEWORK

The explanation of ideas above can be clarified by the influence of variables reward and punishment system, motivation, and work environment toward the performance of employee, which will be schematically illustrated in the figure below:

Figure 2.1

Conceptual Framework



CHAPTER III

RESEARCH METHOD

3.1 TYPE OF STUDY

The study is an empirical research in the form of a case study and the type of data used in this thesis is primary data that are obtained by the researcher by interviewing and spreading the questionnaire containing closed questions to the employees of PT. Aseli Dagadu Djokdja in the front lines (*Garda Depan*).

3.2 POPULATION AND SAMPLE

3.2.1 Population

Population is a combination of all the elements that shaped the events, things, or people who had similar characteristics that become the center of attention of researchers, because it is viewed as a universe of research (Ferdinand, 2006). The population in this research is all employees who work as a GARDA DEPAN (Front Liners) in PT. Aseli Dagadu Djokdja that have total 80 employees.

3.2.2 Sample

Sample is a subset of the population that consists of several members of the population (Ferdinand, 2006). In this research does not use sampling techniques because the samples of the study are the entire existing populations which is called as a census. Considering that the population is only at 80

employees, so it is worthy to take overall population as the sample. Thus, that the samples in this study were all employees who work as the GARDA DEPAN of PT. Aseli Dagadu Djokdja.

3.3 RESEARCH VARIABLES

Research Variable is an attribute or characteristics of a person, object or activity that have a certain variant that are determined by the investigator to be learned and conclusions drawn (Sugiyono, 2001). In connection of this research, the research variables consisted of the dependent variable and independent variables are described as follows:

- 1) Dependent Variable is a variable that become the core of the researcher. In script analysis, the nuance of a problem is reflected in the dependent variable. Variations of these factors should be explained by the researcher (Ferdinand, 2006). In this study, the dependent variable used is performance of employee.
- 2) Independent Variable is a variable that affect the dependent variable. Influence both positive and negative effects. In the script analysis, it can be seen that a variable that explain about a way or a method an issue is not solved other than independent variables (Ferdinand, 2006). In this research, independent variable is reward and punishment system, motivation, and work environment.

3.4 DATA SOURCES

The data used in this research were primary and secondary data. The primary data was collected through employee surveys using a questionnaire. The questionnaire consisted of information about perception of reward and punishment system, perception about motivation, perception about work environment and perception about performance of employee and also information about respondent demographic characteristic. Secondary data was also collected from literatures and journals that support this research.

3.5 DATA COLLECTING METHOD

There are two methods used for collecting the data that need to be analysis in this research, there are:

A. Collecting Primary Data

Data collection method that used in primary data is questionnaire. The questionnaire is a data collecting method that is done by arranging the questions that are closed and should be completed by the respondents by selecting one of the alternative answers provided. Questionnaire in this research has been done from 3th July until 11th July 2012. Before that time the researcher has to fix the question to Thesis Supervisor and Human Resource Management PT.ADD. After accepted, researcher spread the questionnaire to the garda depan PT. Aseli Dagadu Djokdja.

B. Collecting Secondary Data

Secondary data acquired from the company, such as structure organization and profile of the company.

A scale used in this research is Likert scale. Based on Imam Ghozali (2005), Likert scale is the scale that consists of 5 levels of answer preference as follows:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Less disagree
- 4 = Agree
- 5 = Strongly agree

3.6 DATA ANALYSIS METHOD

3.6.1 Multiple Regression Analysis

Data analysis methodology which is used in this research is Multiple Regression that will be operated by using SPSS. Multiple regression analysis can be used to know how far the influence of the independent variables i.e. reward and punishment system (X1), motivation (X2) and work environment (X3) towards the performance of employee (Y) in PT. Aseli Dagadu Djokdja. As for the form of a linear multiple regressions used in this research are:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Explanation:

Y	= Performance of Employee
b1, b2, b3	= Regression coefficient
X1	= Reward and Punishment system
X2	= Motivation
X3	= Work Environment
e	= Nuisance fault
a	= Constanta

3.6.2 Instrument Testing Method:

3.6.2.1 Validity Test

Validity test was used to measure how valid the questionnaire (Ghozali, 2006). One questionnaire is stated as valid if the questions in the questionnaire are able to reveal something that will be measured. The validity can be measured by comparing the value of *r-count* (correlation item total correlation) with the value of *r-table* with the provisions for *degree of freedom* ($df = n - k$, where n is the amount of sample that be used and k is the amount of the independent variable (Ghozali, 2006).

3.6.2.2 Reliability Test

Reliability is used to measure the questionnaire which is the indicator of the variable. Questionnaire can be stated reliable if each of the

questions is answered by the respondent consistently or stable for time to time. A questionnaire can be reliable if the value of Cronbach Alpha is higher than 0.600 (Ghozali, 2006).

3.7 CLASSICAL ASSUMPTION MODEL

The classical assumption model was used to detect whether the model is accurate or not. The model will be categorized as valid if the regression model has a normal distribution, without multicollinearity problem, no heteroscedacity problem, and no autocorrelation problem in the model.

3.7.1 Normality Test

Normality test is purposed to know whether in regression model dependent variable and independent variable have the distribution that normal or not, because a good regression model has normal a distributed data or close to normal.

Proving whether the data have a normal distribution or not can be seen in the form of distribution data, i.e. the histogram and normal probability plots. In the histogram, the data can be said to have a normal distribution if the data shape is like a bell. While the normal probability plot, can be said normal if the spread of the dots around the diagonal line and the spread is follow the diagonal line. Ghozali (2006) stated that if the data spread around the diagonal line and follow the diagonal line so the regression model fulfills the normality assumption.

3.7.2 Multicollinearity Test

Multicollinearity test is a test that must be passed from the model. Its purpose is to know the correlation between independent variables. The good regression model must not have a correlation relationship among the independent variables.

According to Widarjono (2007), multicollinearity can be measured using VIF (Variance – Inflating Factor). If $VIF < 10$, the multicollinearity problem does not exist, it means that there are no significant correlations between independent variables in regression model and vice versa.

3.7.3 Heteroscedascity Test

Heteroscedascity test is used to make sure that the regression model has fulfilled the entire heteroscedascity requirement. This test is needed because it will cause the inefficient appraising of the regression coefficient, than the appraising will be less than the reality. According to Widarjono (2007), heteroscedascity test aims to test whether the regression model occurs in the condition where the variance from one residual observation to another observation is constant or not, this condition also can be called by homoscedascity.

This study will use plots graphic analysis. The basic of this analysis is as follows:

1. If there is some kind of pattern, like dots that create a regular pattern (corrugated widened and then narrowed) so heteroscedasticity has occurred.
2. If there is a pattern that same as the points spread over and under number 0 in the axis Y, so it explains that there is no heteroscedasticity.

3.8 MODEL TESTING

3.8.1 Partial Regression Coefficient Test (t Test)

T test was used to test the significance of the partial effects of independent variables on the dependent variable. Significance of independent variables to the dependent variable is showing the probability value from the t test of each independent variable at Sig. level $\alpha = 5\%$. Therefore, the condition to accept or reject H_0 and H_1 are as follows:

1. If the probability is less than α then H_0 is rejected and H_1 is accepted, which means that the independent variables have a significant influence on the dependent variable.
2. If the probability is bigger than α then H_0 is accepted and H_1 is rejected, which means that the independent variable has no significant effect on the dependent variable.

3.8.2 Coefficient of Determination (R^2)

Coefficient of determination is aimed to measure how far the ability of a model to explain the dependent variable variation. The value of coefficient determination is $0 < R^2 < 1$. Coefficient determination that is close to one means that the independent variables give almost all of the information needed to predict dependent variable. The use of *R square* is biased with the amount of independent variables included in the models.

Any additional in independent variable into the model, then *R square* increased certainty whether this independent variable affect significantly or not. Not like *R square*, the value of *adjusted R square* absolutely rise no matter there is any additional independent variable into the model. Therefore, it is better to use the value of *adjusted R square* to evaluate the best regression model (Ghozali, 2006).

3.9 HYPOTHESIS TESTING

To examine the effect of independent variables individually (H1 and H3), the researcher uses t test of significance and to test the influence of independent variables simultaneously the researcher uses F of significance (H2). Based on the research problem, hypothesis testing will be conducted as follows:

3.9.1 T Test Of Significance Is Used, To Test The Effect Of Independent Variables Toward The Dependent Variable Individually.

Ho1: $\beta \leq 0$: Reward and Punishment system has no positive influence toward the performance of employee.

Ha1: $\beta > 0$: Reward and Punishment system has a positive influence toward the performance of employee.

Ho2: $\beta \leq 0$: Motivation has no positive influence toward the performance of employee.

Ha2: $\beta > 0$: Motivation has a positive influence toward the performance of employee.

Ho3: $\beta \leq 0$: Work Environment has no positive influence toward the performance of employee.

Ha3: $\beta > 0$: Work Environment has a positive influence toward the performance of employee.

T test criteria:

if p - value is less than 0.05, Ho is accepted and Ha is rejected

if p – value is more than 0.05, Ho is rejected, and Ha is accepted

T test is performed on a 95% degree of confidence.

CHAPTER IV

ANALYSIS AND DISCUSSION

4.1. DESCRIPTION OF COMPANY

4.1.1 HISTORY OF PT. ADD

The beginning of establishment PT. Aseli Dagadu Djokdja started from the ideas of 25 UGM students, mostly students of Architecture University of Gadjah Mada. They have the same interest in the field of tourism, urban, and of course graphic design. Because of similar interests, they realize their intentions after receiving an offer by opening a pavement stall in the Yogyakarta Malioboro Mall on January 9, 1994.

Dagadu Djokdja name as a trademark was newly emerging a moment later before displaying souvenir products at Malioboro Mall. They chose *Dagadu* as their brand that comes from Yogya slang word, Dagadu! (Read: your eyes!). To show locality where the souvenirs originated, they added the word "Djokdja" after the name Dagadu. The old spelling used in the word "Djokdja" is intended to give impression of Yogyakarta as the historical city.

Since the beginning of its birth, Dagadu Djokdja has positioned itself as alternative souvenir products from Yogyakarta. As souvenir, Dagadu Djokdja explores the spirit and the local cultural treasures. In addition to practical, light, and functional as the main characteristics, the product of Dagadu Djokdja also became memento. In other words, there is always a story

behind it and there is a uniqueness carried. Moreover, Yogyakarta has always been a central theme Djokdja Dagadu product. Souvenirs from Jogjakarta alternative that "Aseli Bikinan Dagadu Djokdja" is none other souvenirs with the image of SMART, SMILE, and Djokdja.

4.1.2 Company's Organization Structure

The organizational structure is the arrangement of the components (work units) within the organization. The organizational structure shows the division of labor and the ways these different functions or activities are integrated in the coordination system. The organizational structure is generally illustrated in a chart below while the organizational structure of the PT. Aseli Dagadu Djokdja can be seen in the appendix.

4.1.3 PRODUCT

The products of PT Aseli Dagadu Djokdja are:

1. Clothes categories, such as various models of shirts, sweater, and raincoat
2. Trinkets categories, such as pins, key hanger, and stickers
3. Accessories categories, such as hats, bags, bandanas, and wallet
4. Household categories, such as mugs, umbrellas, and glasses
5. Stationery category, such as block note, memo, bookmarks, stationary, postcards, and greeting cards

4.1.4 Location

The brands of Dagadu Djokdja are only available at following outlets and services:

- a. Posyandu I (Pos Pelayanan Dagadu)

Lower Ground Malioboro Mall, Jogjakarta

- b. Posyandu II (Pos Pelayanan Dagadu)

Alun-alun Utara, Jln Pekapalan, Jogjakarta

- c. UGD (Unit Gawat Dagadu)

UGD is the major outlet of PT. Aseli Dagadu Djokdja. Located on Jl. Pakuningratan no.15-17 Jogjakarta.

- d. DPRD (Djawatan Resmi Pelajanan Dagadu)

Tourist Village, Centro Dept. Store, Lt.1 Ambarukmo Plaza, Jogjakarta.

Additional Services:

- a. ULC (Unit Layanan Cepat)

ULC fleet calls for service outside the booth. If there is not much time for a walk or insufficient time to visit the booth, the fleet can be asked to present in any group where they stay or have transit in Jogjakarta.

- b. PESAWAT (Pesan Lewat Kawat)

An online sales service or which is often called e-commerce. Customers can choose a direct design, size, and type of desired merchandise through the website of www.dagadu.co.id.

4.2 General Image of Respondent

This research discusses about the influence of reward and punishment system, motivation, and work environment toward the performance of employee. Respondent of this research is 60 employees of PT. Aseli Dagadu Djokdja. The respondents who had already fulfilled the questionnaire were then classified by gender and age. This classification aims to know the general characteristics of the respondents.

1. Characteristic of Respondent by Gender

Based on the identification by gender, the total distribution of men employee and women employee can be seen in this table:

Table 4.1
Distribution by Gender of Respondent

No	Categories	Total	Percentage
1	Men	24	40%
2	Women	36	60%
Total		60	100%

Source: Primary Data, 2012

From the table above, it can be seen that from 60 respondents as the sample of this research, 24 respondents (40%) are men and 36 respondents (60%) are women. Thereby, the biggest number of respondent is female.

2. Characteristic of Respondent by Age

Based on identification by age, the respondent can be classified as follow:

Table 4.2

Distribution by Age of Respondent

No	Categories	Total	Percentage
1.	18 years old	1	1.7%
2.	19 years old	2	3.3%
3.	20 years old	12	20%
4.	21 years old	27	45%
5.	22 years old	15	25%
6.	23 years old	3	5%
Total		60	100%

Source: Primary Data, 2012

Based on Table 4.2, it can be seen that from 60 respondent, most respondents are 21 years old which is 27 respondent (45%), while the smallest number of respondents are for the 19 years old, which is 2 respondent (3.3%).

4.3 QUALITATIVE ANALYSIS

4.3.1 Test of Validity

Test of validity is conducted by using product moment method. The test is conducted by seeing at the coefficient number (R_{xy}) that shows the relationship between the question score with the total score (item-total correlation). The result will be compared with the r table in which $df=n-2$ (0.25) with 5% corrected item- total correlation. If the r table is less than the r count, the question is valid and vice versa.

1. Perception About Reward and Punishment System

Table 4.3

The Results of Validity Test on Perception about Reward and Punishment System

Item	Corrected item-total correlation	R table	Explanation
Question 1	0,815	0.25	Valid
Question 2	0,685	0.25	Valid
Question 3	0,638	0.25	Valid
Question 4	0,873	0.25	Valid
Question 5	0,841	0.25	Valid

Source: primary data, 2012

The results of validity test show that the entire items in the questionnaires calculation function have corrected item-total correlation value more than 0.25. It means that the entire questions on the questionnaires are valid.

2. Perception About Motivation

Table 4.4

The Results of Validity Test on Perception about Motivation

Item	Corrected item-total correlation	R table	Explanation
Question 1	0,718	0.25	Valid
Question 2	0,668	0.25	Valid
Question 3	0,536	0.25	Valid
Question 4	0,721	0.25	Valid
Question 5	0,578	0.25	Valid

Source: primary data, 2012

The results of validity test show that the entire items in the questionnaires calculation function have corrected item-total correlation value more than 0.25, it means that the entire questions on the questionnaires are valid.

3. The Perception About Work Environment

Table 4.5

The Results of Validity Test on Perception about Work Environment

Item	Corrected item-total correlation	R table	Explanation
Question 1	0,933	0.25	Valid
Question 2	0,819	0.25	Valid
Question 3	0,864	0.25	Valid
Question 4	0,684	0.25	Valid

Source: primary data, 2012

The results of validity test show that the entire items in the questionnaires calculation function have corrected item-total

correlation value more than 0.25, it means that the entire questions on the questionnaires are valid.

4.3.2 Test of Reliability

Reliability is an index showing how far the measurement tools are trustworthy and free from bias. In other word, reliability show us the consistency of a measurement tools to measure the same or similar phenomena. Reliability is a benchmark of stability and consistency of respondent's answer on the questionnaire. This research use Cronbach's alpha test to test the reliability. The questionnaire is reliable if its coefficient value of alpha is more than 0.6.

1. Perception about Reward and Punishment system

Table 4.6

Calculation Function Case Processing Summary Reliability

Case Processing Summary		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Table 4.7

Calculation Function Reliability Statistic

Reliability Statistics

Cronbach's Alpha	N of Items
,830	5

The value of Cronbach's alpha is 0,830 and it is bigger than 0.6, so, it can be concluded that it is reliable.

2. Perception About Motivation

Table 4.8

Calculation Function Case Processing Summary Reliability

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Table 4.9

Calculation Function Reliability Statistic

Reliability Statistics

Cronbach's Alpha	N of Items
,646	5

The value of Cronbach's alpha is 0,646 and it is bigger than 0.6, so, it can be concluded that it is reliable.

3. The Perception About Work Environment

Table 4.10

Calculation Function Case Processing Summary Reliability

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Table 4.11

Calculation Function Reliability Statistic

Reliability Statistics

Cronbach's Alpha	N of Items
,846	4

The value of Cronbach's alpha is 0,846 and it is bigger than 0.6, so, it can be concluded that it is reliable

Table 4.12

Reliability test result

Variable	Cronbach's alpha	Explanation
Perception about Reward and Punishment System	0.830	Reliable
Perception about Motivation	0.646	Reliable
Perception about Work Environment	0.846	Reliable

Based on the reliability test on the research instruments, the results show that every function has coefficient reliability which is bigger than 0.60. Therefore, the researcher concludes that the research instruments are reliable.

4.4 CLASSICAL ASSUMPTION

Before the analysis of multiple linear regressions is conducted, first thing to do is the classic assumption test. To be able to perform regression analysis, the data must satisfy the assumptions of classical test of normality, multicollinearity test, and heteroscedasticity test. Followings are the test results with the classical assumption of independent variables Reward and Punishment System, Motivation, and Work Environment with dependent variable.

4.4.1 Normality Test

Normality test in this research used Kolmogorov-Smirnov test. This test was used in order to know whether the residual of this research data are normally distributed. Based on Ghazali (2006) normality test are aims to test whether in the regression model or residual confounding variables have normal distribution. If this assumption is violated then the statistical test becomes invalid for small sample size. Here are the results of tests of normality using the Kolmogorov-Smirnov.

Table 4.13

Normality test of Kolmogorov-Smirnov

Kolmogorov-Smirnov	Significances	Explanation
1,313	0,064	Normal

Source: Processed Data, 2012

In table 4.13, there are values of Kolmogorov-Smirnov that can be compared with the table z or compared with the significant value with $\alpha = 0.05$. The value of z count is 1,313 with the significance of 0.064. Therefore the value of 0.064 has greater significance value than the error level $\alpha = 0.05$. Thus, it can be stated that the residual of the data is normally distributed.

4.4.2 Multicollinearity Test

This test is a form of testing for the assumptions in multiple regression analysis. Multicollinearity assumption stated that variables should be free of symptoms of multicollinearity. Symptom of multicollinearity is a symptoms of correlation between independent variables. Purbayu (2005) stated that multicollinearity can be seen if the tolerance value is greater than or as same as 0.10 or the variance inflation factor (VIF) is less than or as same as 10 (Ghozali, 2006). Followings are the results of multicollinearity for independent variable presented in the table 4.14

Table 4.14**Multicollinearity Test Results**

Variable	VIF	Explanation
Perception about Reward and Punishment System	4,205	Free from multicollinearity
Perception about Motivation	1,074	Free from multicollinearity
The perception about Work Environment	4,148	Free from multicollinearity

Source: Processed Data, 2012

From the table 4.14, it can be seen that the VIF for Reward and Punishment System 4,205. Perception about Motivation has the VIF 1,074. The last is Perception about Work Environment that has VIF value of 4.148. All the independent variable has a tolerance value greater than 0,1 so as the VIF value which is less than 10. Therefore, it can be concluded that there is no multicollinearity between independent variable in this model.

4.4.3 Heteroscedasticity Test

Heteroscedasticity means the variance error in the model is not same as constant (Algifa, 1997). Meanwhile, Awat (1995) stated that the problems of heteroscedasticity often arise when the data used are the cross-sectional. Draper and Smith (1992) stated that cross-sectional

data is the data that can be considered as the information which are collected in one "point" at the same time.

To detect the presence of symptoms of heteroscedasticity, this study carried out gleser test. Gleser Test is conducted by making a regression of absolute residual with the independent variable. Heteroscedasticity model otherwise will occur if the probability is greater than 5% significance level. The heteroscedasticity test result is presented in Table 4.15 below:

Table 4.15

Heteroscedasticity Test Result

Variables	SIG	Explanation
Reward and Punishment System	0,147	No Heteroscedasticity
Motivation	0,613	No Heteroscedasticity
Work Environment	0,606	No Heteroscedasticity

Source: Processed Data, 2012

The results of the gleser test show that the significant value for Reward and Punishment System is 0.147, Motivation is 0.613, and Work Environment is 0.606. All the independent variable is greater than 0.05 so it can be concluded that there is no heteroscedasticity in the data.

4.5 RESEARCH RESULT

The qualitative analysis in this research is using multiple linear regression tests. This test was conducted by using SPSS 13 version. In addition, the results of the test are as follows:

Table 4.16

Multiple Linear Regression Tests

Variable	Regression coefficient	T count	P value	Explanation
Perception about Reward and punishment System	0.676	6.413	0.000	Significant
Perception about Motivation	0.096	2.133	0.015	Significant
Perception about Work Environment	0.338	3.434	0.001	Significant
Constanta	5.372			
R ²	0.868			

From the results above, the regression formula can be formulated as follows:

$$Y = 5,372 + 0.676X_1 + 0.096 X_2 + 0.338 X_3 + e$$

According to the formula, it can be concluded that:

- a. Variable reward and punishment system, motivation, and work environment have positive coefficient value toward the performance of employee
- b. The perception about reward and punishment system has the coefficient value of 0.676. It means that if reward and punishment system is high, with the assumption the other variable constant, the performance of employee will increase.
- c. The perception about Motivation has coefficient value of 0.096. It means that if motivation is high, with the assumption the other variable constant, the performance of employee will increase.
- d. The perception about Work Environment has coefficient value of 0.338. It means that if work environment is high, with the assumption the other variable constant, the performance of employee will increase.

According to table 4.16, it can be seen that the amount of R^2 is 0.868 (86.8%). It means that 86.8 % of the dependent variable variance can be explained by using the independent variables. Meanwhile, the rest of it (13.2%) can be explained by other variables that are not examined in this research.

4.5.1 Summary of Hypothesis Testing

4.5.1.1 T test

To test the hypothesis, the researcher used t test. Basically, the t test can be done by using two optional ways. The first is by comparing t count

with the t table, in which if the t count is bigger or equal to t table then, the hypothesis is accepted and vice versa. The other way is by comparing the p value (β) with α . If β is less than or equal to α ; then, the hypothesis is accepted, and vice versa. In this research, researcher uses the second way that is by comparing p value (β) with α (0,05).

Based on the results of data testing and the explanation above, the results can be translated into those hypothesizes:

a. H1

Hypothesis formulation:

H₀₁: $\beta \leq 0$: Perception about Reward and Punishment system has no positive influence toward the performance of employee.

H_{a1}: $\beta > 0$: Perception about Reward and Punishment system has positive influence toward the performance of employee.

From the table 4.16, the results show that the amount of t count is 6.413, the value of β is 0.000, and the value of α is 0.05. From the comparison, it can be seen that the amount of β is less than the amount of α (0.05). This means that this research rejects hypothesis H₀ and accepts H_a. Then, it can be concluded that the H1 stating that the perception about reward and punishment system has a positive influence toward the performance of employee is accepted.

b. H 2

Hypothesis formulation:

H₀₂: $\beta \leq 0$: Perception about Motivation has no positive influence toward the performance of employee.

H_{a2}: $\beta > 0$: Perception about Motivation has positive influence toward the performance of employee.

From the table 4.16, the results show that the amount of t count is 2,133, the value of β is 0.015, and the value of α is 0.05. From the comparison, it can be seen that the amount of β is less than the amount of α (0.05). It means that this research rejects hypothesis H₀ and accepts H_a. Therefore, it can be concluded that the H₂ stating that the perception about motivation has a positive influence toward the performance of employee is accepted.

c. H 3

Hypothesis formulation:

H₀₃: $\beta \leq 0$: Perception about Work Environment has no positive influence toward the performance of employee.

H_{a3}: $\beta > 0$: Perception about Work Environment has positive influence toward the performance of employee.

From the table 4.16, the results show that the amount of t count is 3.434, the value of β is 0.01, and the value of α is 0.05. From the

comparison, it can be seen that the amount of β is less than the amount of α (0.05). It means that this research rejects hypothesis H_0 and accepts H_a . Therefore, it can be concluded that the H_3 stating that the perception about work environment has a positive influence toward the performance of employee is accepted.

CHAPTER V

CONCLUSION AND RECOMMENDATION

This chapter discusses the conclusion and the implementation of this research. This chapter also involves recommendation and suggestion for the future research related with this study.

5.1 CONCLUSION

Based on various tests and analysis of data from this study, the researcher can obtain some conclusions about the influence of reward and punishment system, motivation, and work environment as follows:

- a. The perception about reward and punishment gives positive significant influence toward the performance of employee,
- b. The perception about motivation gives positive significant influence toward the performance of employee,
- c. The perception about work environment gives positive significant influence toward the performance of employee.

5.2 LIMITATION

This research has limitation that can be used as reference and consideration for the next research in order to achieve better result such as:

1. The object used in this research is only one manufacturing company in Yogyakarta, which is PT. Aseli Dagadu Djokdja with the limited

number of participants. Thus, cannot represent all of employee in the company.

2. In this research, the researcher only examines four variables, i.e. perception about reward and punishment system, perception about motivation, the perception about work environment. However, the amount of R^2 that is 86,8%, indicate that there is 13.2% other variable that influence the performance of employee, which was not included in this research.

5.3 RECOMMENDATION

Based on the research limitation above, the researcher suggests that:

1. The next researcher is suggested to use an organization that has more members, so that the sample will be more representative.
2. The next researcher is suggested add other variables that have influence on the performance of employee.

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Why punishment--, "Do it or else ... ", -- Doesn't work. (2002, March). *GoSmallBiz.com*. Retrieved July 19, 2012, from <http://www.gosmallbiz.com/fulltext.asp?id=520>

APPENDICES

1. QUESIONER

Kepada :

Yth Saudara/ Saudari responden

Di tempat

Dengan Hormat,

Sehubungan dengan penelitian yang dilakukan sebagai penunjang skripsi yang berjudul “THE INFLUENCE OF REWARD AND PUNISHMENT SYSTEM, MOTIVATION, AND WORK ENVIRONMENT TOWARD THE PERFORMANCE OF EMPLOYEE (Case Study of PT.Aseli Dagadu Djokdja)” yang disusun sebagai salah satu syarat kelulusan S1 Fakultas Ekonomi Jurusan Akuntansi Universitas Islam Indonesia, Yogyakarta. Kami memohon kesediaan Saudara/Saudari untuk mengisi kuisisioner yang terlampir berikut ini. Kesediaan Saudara/Saudari untuk menjawab pertanyaan-pertanyaan yang diajukan dalam penelitian ini sangat berharga bagi keberhasilan penelitian ini dan seluruh jawaban yang Saudara/Saudari berikan akan dirahasiakan.

Atas bantuan dan partisipasi Saudara/Saudari, kami ucapkan terimakasih.

Yogyakarta, Juli 2012

Pembimbing

Peneliti

Sigit Handoyo , S.E., M. Bus.

Diah Rahmawati C.U

A. Data Responden

- a) Nama :(Boleh tidak diisi)
- b) Jenis Kelamin :
- c) Usia :

B. Kuisioner Pelatihan

PETUNJUK PENGISIAN

1. Jawablah setiap pertanyaan ini sesuai dengan pendapat Saudara/Saudari.
2. Pilihlah jawaban dengan memberi tanda (X) pada salah satu pilihan jawaban yang paling sesuai menurut pendapat Saudara/Saudari. Pilihan jawaban menggunakan skala penilaian, dimana makna skala tersebut adalah sebagai berikut :

STS : Sangat Tidak Setuju

TS : Tidak Setuju

KS : Kurang Setuju

S : Setuju

SS : Sangat Setuju

3. Jawaban dari setiap pertanyaan sesuai dengan kondisi nyata perusahaan Saudara/Saudari saat ini.

KINERJA KARYAWAN

NO	PERNYATAAN	SS	S	N	TS	STS
1	Saya tidak pernah mendapatkan punishment dari perusahaan.					
2	Saya pernah mendapatkan reward yang diberikan perusahaan.					
3	Saya tidak pernah mendapatkan teguran dari atasan					
4	Saya berusaha dengan lebih keras daripada yang lain					
5	Saya mempunyai komitmen dan tanggungjawab dalam bekerja					

REWARD AND PUNISHMENT

NO	PERNYATAAN	SS	S	N	TS	STS
1	Perusahaan memberikan perlakuan yang sama kepada setiap karyawan					
2	Perusahaan memberikan reward sesuai prestasi kerja					
3	Saya merasa puas akan reward yang diberikan perusahaan					
4	Perusahaan memberikan punishment yang cukup adil.					
5	Sanksi yang diberikan perusahaan sudah baik.					

MOTIVASI

NO	PERNYATAAN	SS	S	N	TS	STS
1	Saya mendapatkan kebutuhan yang layak dengan bekerja disana.					
2	Secara financial Saya merasa aman dalam melakukan pekerjaan.					
3	Saya memiliki hubungan yang erat dengan semua karyawan.					
4	Saya sering dan ingin selalu mendapat penghargaan atas pekerjaan yang saya lakukan.					
5	Saya suka melaksanakan tugas yang menantang yang diberikan perusahaan.					

LINGKUNGAN KERJA

NO	PERNYATAAN	SS	S	N	TS	STS
1	Fasilitas (tempat ibadah, kamar mandi) di tempat kerja memadai.					
2	Kondisi tempat kerja saya nyaman.					
3	Kelengkapan peralatan kerja memadai.					
4	Hubungan kerja karyawan dengan atasan berjalan dengan baik					

2. TABLE OF QUESTIONNAIRE

a. The Perception About Reward And Punishment System

Resp.	X1.1	X1.2	X1.3	X1.4	X1.5	X1
1	4	4	3	5	5	4.20
2	3	3	4	4	4	3.60
3	2	4	4	3	3	3.20
4	4	4	4	4	4	4.00
5	3	3	3	3	3	3.00
6	2	2	4	3	3	2.80
7	4	4	4	4	4	4.00
8	2	4	3	3	2	2.80
9	3	3	3	3	3	3.00
10	2	2	3	2	2	2.20
11	4	2	4	4	4	3.60
12	4	4	3	3	3	3.40
13	4	4	4	4	4	4.00
14	5	3	4	3	4	3.80
15	4	3	5	3	3	3.60
16	4	3	4	4	4	3.80
17	4	4	4	4	3	3.80
18	4	3	5	4	3	3.80
19	4	3	4	3	2	3.20
20	3	3	3	3	3	3.00
21	4	4	4	4	4	4.00
22	4	4	4	4	4	4.00

23	4	4	4	4	4	4.00
24	2	2	2	2	2	2.00
25	4	4	4	4	4	4.00
26	4	4	4	4	4	4.00
27	4	4	4	3	4	3.80
28	4	4	4	4	4	4.00
29	4	3	3	3	3	3.20
30	3	3	4	3	4	3.40
31	4	4	4	4	4	4.00
32	4	4	4	4	4	4.00
33	4	4	4	4	5	4.20
34	4	3	2	3	3	3.00
35	3	3	2	2	2	2.40
36	4	4	2	3	3	3.20
37	4	4	4	3	3	3.60
38	4	4	4	4	4	4.00
39	4	4	4	4	4	4.00
40	4	4	2	2	2	2.80
41	4	4	4	4	4	4.00
42	4	4	3	4	3	3.60
43	4	4	4	4	4	4.00
44	4	4	4	4	4	4.00
45	4	4	4	4	4	4.00
46	4	4	4	4	4	4.00

47	4	4	4	4	3	3.80
48	4	4	4	4	4	4.00
49	5	4	4	5	5	4.60
50	4	4	4	3	3	3.60
51	4	4	3	4	5	4.00
52	5	5	5	5	5	5.00
53	4	4	4	4	4	4.00
54	4	4	4	3	3	3.60
55	4	4	3	3	4	3.60
56	3	3	3	3	3	3.00
57	5	4	4	4	5	4.40
58	4	5	5	2	3	3.80
59	4	4	4	4	4	4.00
60	4	4	4	4	4	4.00

b. The Perception About Motivation

Resp.	X1.1	X1.2	X1.3	X1.4	X1.5	X1
1	4	4	5	4	4	4.20
2	3	2	4	2	3	2.80
3	3	2	4	4	4	3.40
4	4	4	5	4	4	4.20
5	2	4	4	3	2	3.00
6	4	2	3	3	5	3.40
7	4	4	4	4	4	4.00

8	4	3	4	3	3	3.40
9	3	3	4	3	3	3.20
10	4	3	5	4	4	4.00
11	4	4	4	2	4	3.60
12	3	2	4	3	4	3.20
13	4	3	4	4	4	3.80
14	3	3	4	5	4	3.80
15	3	4	4	4	3	3.60
16	4	4	4	3	4	3.80
17	4	4	4	4	4	4.00
18	4	3	4	3	4	3.60
19	4	3	4	2	3	3.20
20	4	4	4	4	4	4.00
21	4	4	4	4	4	4.00
22	4	4	4	4	4	4.00
23	4	4	4	4	4	4.00
24	3	3	4	3	4	3.40
25	4	4	4	3	4	3.80
26	3	3	3	3	4	3.20
27	4	4	4	4	4	4.00
28	4	4	4	4	4	4.00
29	3	3	3	3	3	3.00
30	4	4	4	4	4	4.00
31	4	4	5	3	3	3.80
32	2	2	4	3	4	3.00

33	4	4	5	2	4	3.80
34	4	4	5	3	5	4.20
35	4	2	4	3	4	3.40
36	4	3	4	3	4	3.60
37	3	2	4	4	4	3.40
38	4	4	4	4	4	4.00
39	4	4	4	3	4	3.80
40	3	2	4	2	3	2.80
41	4	4	4	4	4	4.00
42	4	4	5	2	4	3.80
43	4	4	5	2	4	3.80
44	4	4	4	1	4	3.40
45	4	4	5	4	4	4.20
46	4	4	5	1	4	3.60
47	4	4	4	2	4	3.60
48	5	5	5	3	5	4.60
49	5	5	4	5	5	4.80
50	4	4	5	3	4	4.00
51	4	4	4	4	3	3.80
52	5	5	4	4	4	4.40
53	3	2	3	3	3	2.80
54	4	4	5	3	4	4.00
55	4	4	3	3	5	3.80
56	4	3	3	3	3	3.20
57	4	4	5	4	4	4.20

58	5	4	5	4	3	4.20
59	5	5	5	4	5	4.80
60	4	3	4	4	3	3.60

c. The Perception About Work Environment

Resp.	X1.1	X1.2	X1.3	X1.4	X1
1	4	4	4	3	3.75
2	4	4	2	4	3.50
3	4	4	2	4	3.50
4	4	4	4	5	4.25
5	2	2	2	3	2.25
6	1	3	2	2	2.00
7	4	4	4	4	4.00
8	4	4	4	4	4.00
9	3	4	2	3	3.00
10	3	3	3	4	3.25
11	4	4	4	4	4.00
12	4	4	4	4	4.00
13	3	3	3	3	3.00
14	3	3	4	4	3.50
15	4	3	3	4	3.50
16	4	4	4	4	4.00
17	4	4	4	5	4.25
18	5	5	5	4	4.75
19	4	4	3	4	3.75

20	4	3	4	4	3.75
21	4	4	4	4	4.00
22	4	4	4	5	4.25
23	5	4	4	4	4.25
24	2	2	2	4	2.50
25	4	4	4	4	4.00
26	3	3	3	4	3.25
27	2	3	2	4	2.75
28	4	4	4	5	4.25
29	4	4	4	4	4.00
30	3	3	3	4	3.25
31	4	4	4	4	4.00
32	4	4	4	5	4.25
33	4	3	4	5	4.00
34	4	4	4	4	4.00
35	2	2	3	4	2.75
36	4	3	3	3	3.25
37	4	4	4	4	4.00
38	4	4	4	4	4.00
39	4	4	4	4	4.00
40	3	3	3	4	3.25
41	4	4	4	4	4.00
42	4	4	4	4	4.00
43	4	4	4	4	4.00
44	4	4	4	4	4.00

45	4	3	4	4	3.75
46	4	4	4	5	4.25
47	4	4	4	4	4.00
48	5	5	5	5	5.00
49	4	3	3	2	3.00
50	3	3	3	4	3.25
51	3	4	3	3	3.25
52	5	5	5	5	5.00
53	4	3	3	3	3.25
54	4	4	4	4	4.00
55	2	4	4	4	3.50
56	5	3	3	3	3.50
57	4	5	4	4	4.25
58	3	3	3	3	3.00
59	4	4	4	4	4.00
60	4	4	4	4	4.00

d. Performance of Employee

Resp.	Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y
1	5	5	5	5	5	5.00
2	5	4	2	3	5	3.80
3	3	4	2	5	4	3.60
4	5	4	4	4	5	4.40
5	1	1	1	1	1	1.00
6	5	5	2	3	5	4.00
7	3	4	3	4	4	3.60
8	4	3	3	3	4	3.40
9	4	3	3	3	5	3.60
10	4	4	4	4	4	4.00
11	4	4	2	4	4	3.60
12	4	4	2	4	4	3.60
13	4	5	2	3	4	3.60
14	3	3	4	3	4	3.40
15	5	4	4	4	3	4.00
16	4	3	5	4	5	4.20
17	4	4	3	4	4	3.80
18	4	4	4	3	4	3.80
19	4	4	4	3	5	4.00
20	4	4	3	4	3	3.60
21	4	3	3	4	4	3.60
22	4	4	4	4	4	4.00
23	4	4	4	3	4	3.80

24	4	3	3	3	4	3.40
25	4	3	4	3	5	3.80
26	4	4	3	3	4	3.60
27	4	3	3	3	4	3.40
28	4	3	4	3	5	3.80
29	4	4	4	4	4	4.00
30	4	4	4	4	3	3.80
31	4	4	2	3	5	3.60
32	4	2	4	4	4	3.60
33	2	4	2	4	4	3.20
34	5	1	2	3	5	3.20
35	4	4	2	4	5	3.80
36	4	4	3	4	3	3.60
37	4	3	3	4	4	3.60
38	4	4	4	4	4	4.00
39	4	4	2	3	4	3.40
40	4	5	4	4	4	4.20
41	4	4	4	3	4	3.80
42	5	4	4	2	4	3.80
43	4	4	3	2	4	3.40
44	4	4	4	2	4	3.60
45	5	4	3	2	4	3.60
46	4	2	4	4	4	3.60
47	4	3	4	4	5	4.00
48	4	2	4	4	4	3.60

49	5	5	4	4	5	4.60
50	5	5	5	5	4	4.80
51	3	4	4	4	5	4.00
52	5	5	5	5	5	5.00
53	5	3	4	3	3	3.60
54	2	5	1	3	5	3.20
55	1	4	2	3	4	2.80
56	5	2	5	5	5	4.40
57	5	4	5	5	5	4.80
58	5	5	3	5	5	4.60
59	5	5	5	5	5	5.00
60	4	4	5	4	4	4.20

3. VALIDITY AND RELIABILITY TEST

a. The Perception about Reward and Punishment System

Correlations

		X1.1	X1.2	X1.3	X1.4	X1.5	X1
X1.1	Pearson Correlation	1	,418*	,478**	,589**	,602**	,815**
	Sig. (2-tailed)		,022	,008	,001	,000	,000
	N	30	30	30	30	30	30
X1.2	Pearson Correlation	,418*	1	,220	,554**	,449*	,685**
	Sig. (2-tailed)	,022		,243	,001	,013	,000
	N	30	30	30	30	30	30
X1.3	Pearson Correlation	,478**	,220	1	,454*	,381*	,638**
	Sig. (2-tailed)	,008	,243		,012	,038	,000
	N	30	30	30	30	30	30
X1.4	Pearson Correlation	,589**	,554**	,454*	1	,780**	,873**
	Sig. (2-tailed)	,001	,001	,012		,000	,000
	N	30	30	30	30	30	30
X1.5	Pearson Correlation	,602**	,449*	,381*	,780**	1	,841**
	Sig. (2-tailed)	,000	,013	,038	,000		,000
	N	30	30	30	30	30	30
X1	Pearson Correlation	,815**	,685**	,638**	,873**	,841**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	30	30	30	30	30	30

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,830	5

b. The Perception About Motivation

Correlations

		X2.1	X2.2	X2.3	X2.4	X2.5	X2
X2.1	Pearson Correlation	1	,377*	,273	,181	,593**	,718**
	Sig. (2-tailed)		,040	,145	,338	,001	,000
	N	30	30	30	30	30	30
X2.2	Pearson Correlation	,377*	1	,314	,352	-,017	,668**
	Sig. (2-tailed)	,040		,091	,056	,930	,000
	N	30	30	30	30	30	30
X2.3	Pearson Correlation	,273	,314	1	,311	,000	,536**
	Sig. (2-tailed)	,145	,091		,094	1,000	,002
	N	30	30	30	30	30	30
X2.4	Pearson Correlation	,181	,352	,311	1	,354	,721**
	Sig. (2-tailed)	,338	,056	,094		,055	,000
	N	30	30	30	30	30	30
X2.5	Pearson Correlation	,593**	-,017	,000	,354	1	,578**
	Sig. (2-tailed)	,001	,930	1,000	,055		,001
	N	30	30	30	30	30	30
X2	Pearson Correlation	,718**	,668**	,536**	,721**	,578**	1
	Sig. (2-tailed)	,000	,000	,002	,000	,001	
	N	30	30	30	30	30	30

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,646	5

c. The Perception About Work Environment

Correlations

		X3.1	X3.2	X3.3	X3.4	X3
X3.1	Pearson Correlation	1	,786**	,724**	,548**	,933**
	Sig. (2-tailed)		,000	,000	,002	,000
	N	30	30	30	30	30
X3.2	Pearson Correlation	,786**	1	,597**	,336	,819**
	Sig. (2-tailed)	,000		,000	,070	,000
	N	30	30	30	30	30
X3.3	Pearson Correlation	,724**	,597**	1	,468**	,864**
	Sig. (2-tailed)	,000	,000		,009	,000
	N	30	30	30	30	30
X3.4	Pearson Correlation	,548**	,336	,468**	1	,684**
	Sig. (2-tailed)	,002	,070	,009		,000
	N	30	30	30	30	30
X3	Pearson Correlation	,933**	,819**	,864**	,684**	1
	Sig. (2-tailed)	,000	,000	,000	,000	
	N	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,846	4

d. Performance of Employee

Correlations

		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y
Y1.1	Pearson Correlation	1	,664**	,380*	,435*	,646**	,836**
	Sig. (2-tailed)		,000	,038	,016	,000	,000
	N	30	30	30	30	30	30
Y1.2	Pearson Correlation	,664**	1	,151	,587**	,406*	,738**
	Sig. (2-tailed)	,000		,427	,001	,026	,000
	N	30	30	30	30	30	30
Y1.3	Pearson Correlation	,380*	,151	1	,362*	,383*	,655**
	Sig. (2-tailed)	,038	,427		,049	,037	,000
	N	30	30	30	30	30	30
Y1.4	Pearson Correlation	,435*	,587**	,362*	1	,289	,714**
	Sig. (2-tailed)	,016	,001	,049		,121	,000
	N	30	30	30	30	30	30
Y1.5	Pearson Correlation	,646**	,406*	,383*	,289	1	,742**
	Sig. (2-tailed)	,000	,026	,037	,121		,000
	N	30	30	30	30	30	30
Y	Pearson Correlation	,836**	,738**	,655**	,714**	,742**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,780	5

4. MULTIPLE REGRESSION

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	X3, X2, X1 ^a	.	Enter

a. All requested variables entered.

b. Dependent Variable: Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,932 ^a	,868	,861	,22108

a. Predictors: (Constant), X3, X2, X1

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,022	3	6,007	122,913	,000 ^a
	Residual	2,737	56	,049		
	Total	20,759	59			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,372	,778		6,909	,000
	X1	,676	,105	,638	6,413	,000
	X2	,096	,045	,074	2,133	,015
	X3	,338	,098	,339	3,434	,001

a. Dependent Variable: Y

5. NORMALITY TEST

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,21538387
Most Extreme Differences	Absolute	,169
	Positive	,122
	Negative	-,169
Kolmogorov-Smirnov Z		1,313
Asymp. Sig. (2-tailed)		,064

a. Test distribution is Normal.

b. Calculated from data.

6. HETEROSCEDASTICITY

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	X3, X2, X1	.	Enter

a. All requested variables entered.

b. Dependent Variable: ABS_RESS

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,299 ^a	,090	,041	5764,86613

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: ABS_RESS

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2E+008	3	61089793,15	1,838	,151 ^a
	Residual	2E+009	56	33233681,51		
	Total	2E+009	59			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: ABS_RESS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17348,226	20276,538		,856	,396
	X1	-4044,200	2749,222	-,385	-1,471	,147
	X2	864,758	1698,797	,067	,509	,613
	X3	-1330,518	2566,067	-,135	-,519	,606

a. Dependent Variable: ABS_RESS

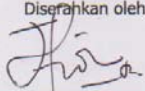
7. Multikolinearitas

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	,238	4,205
	X2	,931	1,074
	X3	,241	4,148

a. Dependent Variable: Y

The receipt of proposal

		TANDA TERIMA PROPOSAL	
		PT Aseli DAGADU Djokdja Jl. Pakuningratan 17 Yogyakarta 55233 Telp. (0274-513115) Fax. (0274-521951)	
Diterima tgl :	Konfirmasi tgl :	No. Pendaftaran :	0274-373441 Penanggungjawab : HRD.
20/6/2012	27/6/2012		
Jenis Proposal :	Skripsi / Penelitian / Sponsorship / Sosial /		
Judul Proposal :	THE INFLUENCE OF REWARD N' PUNISHMENT SYSTEM, MOTIVATION N' WORK ENVIRONMENT TOWARD THE PERFORMANCE OF EMPLOYEE		
Nama :	DIAH RAHMAWATI C.U NM = 08312369 HP: 085699636856		
Instansi :	FE UIR		
Diserahkan oleh, 		Diterima oleh, 	
Nama : DIAH RAHMAWATI C.U.		Nama : ETTAP-FO.	
Catatan : Lembar 1 untuk yang menyerahkan proposal Lembar 2 untuk Penanggungjawab Lembar 3 untuk Administrasi			
www.dagadu.co.id			