



The Effect of Performance Appraisal, Reward, and Punishment on Machining Employee Performance at PT. Musashi Auto Parts Indonesia

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Abstract: This study aims to explore the effects of Performance Appraisal systems, rewards, and punishment on the efficiency of employees working at PT. Musashi Autoparts Indonesia. This study was conducted in order to address the lack of a holistic evaluation system, equitable rewards, and justifiable punishment within the organization to enhance productivity and performance standards. This study employs associative quantitative research, which contains descriptive and verification techniques. The study's respondents were all 43 employees, and these were collected using saturated sampling. The data was collected using a questionnaire which was analyzed based on the Likert scale. The data was analyzed using the most recent version of SPSS, and processed through validity and reliability tests, multiple linear regression, T and F tests. The research results show that each of the variables which in this case are Performance Appraisal, reward and punishment, all have a significant effect on employee performance. Of all the variables, it is rewards that have the most significant effect on performance. In light of these results, the study suggests that the company is to enhance the RP system by recognizing and rewarding top performers as well as refining the performance appraisal system to make it more objective and transparent, and set a constructive, measurable punishment system which should help to bolster employee motivation.

Keywords: Performance Appraisal; Reward; Punishment; Employee Performance

1. Introduction

In human resource management, performance appraisal is a systematic process for assessing each employee's contribution to the organization's strategic goals. Through planned performance appraisals, organizations are able to identify strong and vulnerable patterns in employee competencies and then develop an integrated mix of development interventions. Empirical studies have shown that a carefully designed performance appraisal system not only provides relevant and constructive feedback but also sustainably boosts individual motivation and productivity. [1]; [2].

Rewards occupy a central position in performance management strategies, serving to provide formal recognition to individuals or groups who achieve expected results. These rewards can be financial, such as bonuses or salary increases, or non-financial, such as public recognition, development opportunities, or even symbolic awards. Empirical studies indicate that implementing a transparent and equitable reward system has the potential to increase intrinsic motivation and individual commitment to the organization, which in turn encourages above-average performance. [1]; [3]; [4]. Conversely, the punishment component of performance management should not be overlooked. When applied appropriately and with an improvement-oriented approach, punishment can transform unproductive behavior patterns into more constructive ones. Research shows that constructive sanctions, such as

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clear feedback and process improvements, can contribute to future performance improvements [5].

The combination of performance appraisals, rewards, and sanctions forms a framework that has the potential to profoundly influence employee performance. Through systematically designed performance appraisals, constructive feedback is provided to employees, enabling them to gain a clear understanding of organizational expectations and the steps necessary to meet them. Appropriate and consistent recognition of employee accomplishments serves as a catalyst that reinforces their efforts to improve. Meanwhile, sanctions applied with rational consideration and in a timely manner contribute to enforcing expected norms and discipline in the workplace. [6]; [7]. Therefore, a study of the interaction and synergy between the three elements of assessment, rewards, and sanctions is crucial in understanding employee performance improvement in an organizational context.

In the context of human resource management, a structured reward and punishment system has the potential to create a climate conducive to results and strengthen individual commitment. Numerous studies have shown that the application of clear, objective, and consistent rewards and punishments contributes to increased discipline, as well as to increased levels of sustained motivation [6]. Rewards for measurable achievements serve as external motivators, which, when integrated within a participatory framework, can foster innovation and encourage individuals to set and achieve higher goals over a longer period of time. Conversely, the application of punishments based on deviant behavior sends a clear signal that the organization is committed to high quality standards and expects each member to meet and exceed established prohibitions and expectations [1]; [8].

While reward and punishment strategies have been shown to positively impact employee performance, maintaining a balance between the two instruments remains crucial. Empirical studies have shown that implementing a scheme that integrates rewards and punishments in a proportional manner has the potential to create a work environment that supports improved employee performance [2]. In this context, transparent and open communication plays a central role, ensuring that employees understand the philosophical underpinnings and objectives of the implemented policies. Furthermore, such communication provides a channel for employees to provide constructive feedback on their experiences with the system, enabling it to be continuously improved.

However, new problems will arise if the institution fails to implement a performance appraisal system consistently and systematically. Without valid and objective data, the distribution of incentives and sanctions will lose legitimacy, and the impact can be extremely detrimental. Empirical analysis shows that biased assessments, whether due to technical errors or personal biases, tend to undermine intrinsic motivation, resulting in a sustained decline in individual and team productivity [9]. Furthermore, cross-sectoral studies on the implementation of rewards and punishments confirm that the perception of unfairness in rewards, coupled with the imposition of punishments that seem too severe, can damage the work climate and ultimately reduce overall organizational performance [3]; [10].

Finally, it is important to remember that the effectiveness of performance appraisals, rewards, and punishments does not stand alone, but is influenced by a number of external factors. The physical and social environment of the workplace, organizational culture, and leadership style each influence how employees interpret feedback and are motivated to strive for excellence. Recent studies have shown that an organizational culture that allows space for innovation and responds positively to criticism can strengthen the impact of reward and punishment systems [11]; [12]. Therefore, managers are expected to have a deep understanding of the interactions between these dimensions, so they can design performance management strategies that are more effective and appropriate to the existing context.

The problem formulation requires organizations to engage in systematic and frequent assessment of performance management tools—including performance appraisals, rewards, and sanctions—by monitoring their impact on both individual and collective employee performance. This investigation aims to provide evidence-based guidance for human resource

management, thereby enabling companies to align and improve employee output and, consequently, to achieve sustainable achievement of organizational goals. This analysis concentrates on understanding the effects of performance appraisals, incentive schemes, and monetary sanctions on the productivity of engineering personnel at PT. Musashi Autoparts Indonesia. The relevance of this research lies in the need to design an objective and replicable evaluation architecture, a calibration of rewards that align with contributions, and a calibration of comparable and fair sanctions, all of which are fundamental to instilling the discipline of sustainable productivity growth and to maintaining the required performance quality standards.

2. Literature Review

2.1. Performance Appraisal

Abdullah explains in Faza & Mukaram [13] that an organisation has a formal system in place for evaluating a given individual's work concerning the performance metrics set, this is referred to as performance appraisal. Performance appraisal is a crucial human resources function that aids management in systematically recognizing and assessing the existing and possible capabilities of human resources [13]. From another point of view, performance assessment can be seen as one of the stages of evaluation and improvement of the employee's sustainable capacity in the context of the organisation during its operational lifetime [14].

When conducting performance appraisals, management needs to recognise every possible corrective action to improve work skills and to foster development aligned with the employee's potential and level of expertise [15]. A system is designed to evaluate employee performance in implementing work standards that have been set by the company, namely by carrying out performance assessments.

2.2 Reward

As stated by Supraningrum in Aviantoro et al [16], an organization's employee reward and recognition system functions to motivate and channel employee actions so that they are in line with the organization's goals and objectives. On the other hand, rewards, according to Sedarmayanti in Sari et al. [17], is the appropriate type of motivation that will maintain or increase productivity in the workplace. The motivation, enthusiasm and individual work ethic reflected in output can be interpreted as a mentality that today's output must exceed last night's output, and tomorrow's output needs to exceed today's output. Rewards can be given to individuals, small groups, large groups, or populations. Individual rewards are given to individuals who are deemed capable of achieving certain work achievements.

2.3 Punishment

Punishment defines the scope of an official policy [16]. This form of punishment may be in the granting of a reprimand, warning letter, suspension, termination of employment, or even cancellations of bonuses for that given month. It is to be noted that punishment in this case manifests in the form of cessation of bonus or elevation opportunities. The aim of this form of punishment is to foster a mild enhancement in the effort exerted and, in the case of the results being satisfactory, to their fullest potential.

As noted, the underlying objective of punishment is aimed at employees who transgress the stipulated guidelines, to prevent them from repeating the same actions. As stated by Saduloh in Aviantoro et al., [16] punishment is the consequence resulting from a child's misbehaviour, usually in the context of a rule that is in place. It thus follows that the child, having received the punishment, is less likely to make the same mistakes and becomes, through being punished, guided to avoid such moral failings.

2.3 Employee Performance

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form of punishment is to foster a mild enhancement in the effort exerted and, in the case of the results being satisfactory, to their fullest potential.

2.6 Hypothesis Development

We aim to analyze some relationships emerging from the previous empirical studies conducted in the context of this research and, for this purpose, we formulate some hypotheses. These hypotheses are stated as follows:

a. Performance Appraisal Influences Employee Performance

In an effort to improve employee performance, the implementation of an effective management information system has also been shown to improve employee understanding and skills, leading to improved overall performance (Wijaya et al., 2024). Furthermore, fairness in performance appraisals and performance-based compensation are also highly influential. Research shows that fairness in the appraisal process has a positive effect on employee satisfaction and motivation, which in turn contributes to improved performance [18]. Furthermore, there is empirical evidence that other variables, such as work discipline and work facilities, also play a role in improving employee performance. One study found that improved work discipline correlated significantly with improved performance [19]. H1: Performance Assessment has a positive and significant impact on Employee Performance.

b. Reward Affects Employee Performance

According to Malik et al, [20] findings, adequate rewards provided by management increase employee motivation, leading to better performance. Another study by Suryaman also confirmed that, along with organizational justice, rewards have a significant impact on employee performance [21]. This implies that employees can be motivated to perform optimally through a transparent and fair reward system. H2: Rewards have a positive and significant effect on employee performance.

c. Punishment Affects Employee Performance

In many workplaces today, how employees are punished is a significant factor affecting productivity, and there is a clear relationship between productivity and punishment. Forbeshu & Edalmen [22] found that at PT. Air Emas, punishment, along with rewards, improved employee performance. This is consistent with research by Pramesti et al. [5], which reported that punishment motivates employees to perform better. H3: Trustworthiness berpengaruh positif dan signifikan terhadap Purchase Intention.

d. Performance Appraisal, Rewards, and Punishment Simultaneously Affect Employee Performance

Further, research in CV Media Kreasi Bangsa found evidence of significant influence of rewards and punishments on employee performance [23]. Other studies seem to support this hypothesis, in which the assumption that systematic evaluations requires the application of an equitable reward and punishment systems becomes critical in efforts to improve performance [24]. H4: Performance Assessment, Rewards, and Punishment have a simultaneous influence on Employee Performance.

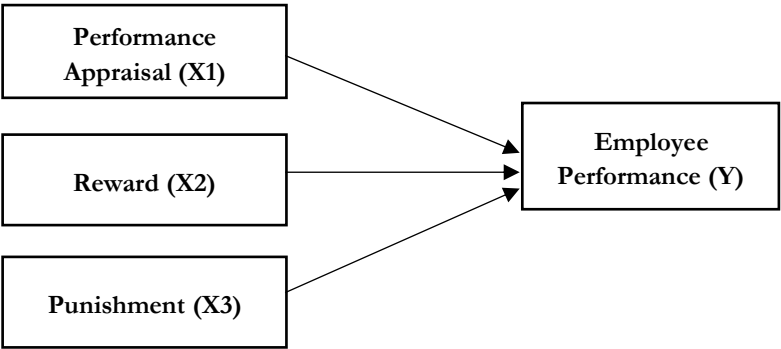


Figure 1. Conceptual Model

This research emerges from the advancement needs of the manufacturing sector concerning performance management, with particular emphasis on measurable management strategies. In the automotive industry, for example at PT. Musashi Auto Parts Indonesia, managing a precision and productivity-driven machining workforce hinges on the effectiveness of performance evaluation, reward and punishment systems.

3. Research Methods

This study aims to examine the impact of assessment, rewards, and correction on employee performance. The research focuses on personnel at PT. Musashi Auto Parts Indonesia. Both the research questions and hypotheses formulated prior to the study were addressed using quantitative techniques.

3.1 Types of Research and Research Objects

This research uses quantitative methods. Quantitative research is a technique used to gain knowledge through the use of numerical data to analyze information on a topic of interest. The research object was conducted at PT. Musashi Auto Parts Indonesia.

3.2 Population, Sample, and Sampling Techniques

The subjects of this study were employees of the machine department at Plant 2 of PT. Musashi Auto Parts Indonesia. The sampling method used in this study was saturated sampling, which involves taking a sample from the entire population. This method is also called a census. The sample size was 43 people.

3.3 Data Analysis

This study collected primary data through a questionnaire. The assessment tool used was a five-point Likert scale. The data analysis technique used was multiple linear regression using SPSS version 30.

3.5 Operational Definition of Variables

Performance Appraisal (X_1): An important human resources function, which provides management with a systematic basis for effectively recognizing and evaluating the current and potential capabilities of human resources [13].

Reward (X_2): All forms of return, both financial and non-financial, received by employees for services contributed to the company [16].

Punishment (X_3): An action is taken when it is determined that a child has breached conduct standards, and they are punished in such a way that guides the child in the right direction" so that the child learns to follow the rules, and to ensure that the child learns how to act in a morally acceptable way [16].

Employee Performance (Y): The manifestation or manifestation of employees in the performance of their roles. Employees contribution toward the accomplishment of organizational objectives is termed performance [25].

4. Results and Discussion

4.1. Respondent Description

Table 1 Respondent Description

Information	Total	Percentage
Age		
20 - 30 year	39	91%
31 - 40 year	3	7%
41 - 50 year	1	2%
Level of education		
High school or vocational school	35	81%
Associate Degree	3	7%

Bachelor	5	12%
Length of work		
1 to 12 months	8	19%
1 to 3 years	30	70%
4 to 6 years	4	9%
7 to 9 years	1	2%

Source: Data processed in 2025

4.2 Validity Test

After all surveys were collected and processed through SPSS version 30 to obtain the validity test results shown in Table 2. The validity test results confirmed the validity of the instrument ($r\text{-count} > r\text{-table}$).

Table 2 Validity Test

X1	R-count	R-table
X1.1	0.848	0.308
X1.2	0.802	0.308
X1.3	0.849	0.308
X1.4	0.678	0.308
X1.5	0.794	0.308
X2	R-count	R-table
X2.1	0.712	0.308
X2.2	0.690	0.308
X2.3	0.788	0.308
X2.4	0.667	0.308
X2.5	0.754	0.308
X2.6	0.738	0.308
X3	R-count	R-table
X3.1	0.764	0.308
X3.2	0.804	0.308
X3.3	0.665	0.308
X3.4	0.606	0.308
X3.5	0.790	0.308
X3.6	0.755	0.308
X3.7	0.884	0.308
Y	R-count	R-table
Y1.1	0.872	0.308
Y1.2	0.769	0.308
Y1.3	0.898	0.308
Y1.4	0.767	0.308
Y1.5	0.850	0.308

4.3 Reliability Test

For reliability, Cronbach's Alpha calculations showed values above 0.7 for all constructs, confirming the instrument's reliability. As reported, Cronbach's Alpha for each variable exceeded the Nunnally benchmark of 0.6, thus confirming the instrument's reliability [26]. This can be seen in Table 3.

Table 3. Reliability Test

Variable	Cronbach Alpha	Information
Performance Appraisal (X ₁)	0,853	Reliable
Reward (X ₂)	0,785	Reliable
Punishment (X ₃)	0,868	Reliable
Employee Performance (Y)	0,881	Reliable

4.4 Classical Assumption Test

Classical assumption tests are concerned with checking for data normality, multicollinearity, and heteroscedasticity. Below, I provide an overview of the classical assumption tests relevant to this study:

4.4.1 Data Normality

In Figure 2 below, the normal P-P plot from the standardized residual regression analysis depicts data points distributed along the diagonal line, indicating a certain degree of alignment:

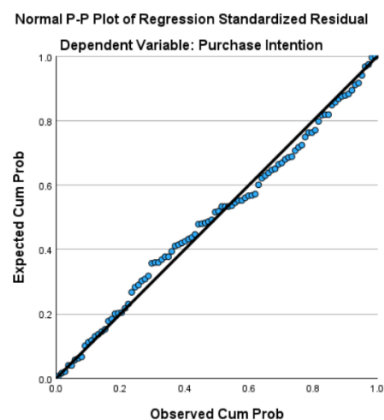


Figure 2. Normality Test

4.4.2 Heteroscedasticity Test

Heteroscedasticity testing can be performed by examining the multiple linear prediction values or a scatterplot. Looking at Figure 3, there is no specific pattern, and the distribution is not consistently above or below zero on the Y-axis. Therefore, we can conclude that there is no heteroscedasticity [26].

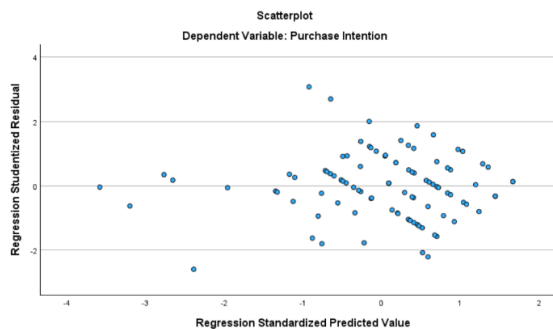


Figure 3. Results of Heteroscedasticity Test

4.4.3 Multicollinearity Test

Multicollinearity tests are intended to assess whether there exists a relationship among the independent variables of the regression model. Based on the results shown in Table 4, the Tolerance value is > 0.1 and the VIF value is < 10 ; therefore, there is no multicollinearity [26].

Table 4 Results of data analysis of multicollinearity test

Variable	Tolerance	VIF	Information
Performance Appraisal	0,419	2.388	there is no multicollinearity
Punishment	0,479	2.088	there is no multicollinearity
Reward	0,451	2.217	there is no multicollinearity

4.5 Multiple Linear Regression Model Test

The study applies the multiple linear regression analysis method, where regression refers to a method which models the impact of several independent variables on one dependent variable [27]. The results of multiple linear regression analysis are presented in Table 5:

Table 5 Regression Analysis

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.027	2.467		-.416	.680
	Performance Appraisal	.267	.147	.239	1.817	.077
	Reward	.159	.114	.172	1.398	.170
	Punishment	.419	.100	.529	4.172	<.001

a. Dependent Variable: Employee Performance

4.7 T-Test

Evaluating the influence of the performance appraisal variable on the employees performance, the appraisal variable has a significance value of 0.077, which exceeds 0.05. This suggests that the value has a positive, albeit negligible, influence on employee performance which leads to the rejection of H1.

Evaluating the influence of the reward variable on employee performance, the reward variable has a significance value of 0.170, which exceeds 0.05. This suggests that the variable has a positive but negligible influence on employee performance, which leads to rejection of H2.

The impact of the punishment variable on employee performance is demonstrated with a significance value of 0.000 which is under 0.05. This suggests that it has a positive and substantial impact on the performance of the employees, thus endorsing H3. It suggests that the more severe the punishment variable, the better the employee performance.

4.8 F-Test

Table 6 displays the results of the simultaneous testing, where the calculated F-value of 33.033 exceeds the F-table critical value of 2.62 at a significance level of 0.001, well below 0.05. These findings suggest that all independent variables act together significantly and simultaneously on the dependent variable, therefore H4 is accepted.

Table 6 F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.522	3	48.507	33.033	<.001 ^b
	Residual	57.269	39	1.468		
	Total	202.791	42			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Punishment, Reward, Performance Appraisal

4.9 R-Square (R²)

The findings from the SPSS 30 application regarding the R-Square analysis in Table 7 indicate an Adjusted R-Square value of 0.696. This implies that 69.6% of the variability in employee performance is influenced by the independent variables of performance appraisal, reward, and punishment. In contrast, 30.4% of the variability is influenced by other factors not accounted for by the independent variables in this study.

Table 7 R-Square

Model Summary^b			
Model	R	R Square	Adjusted R Square
1	.847 ^a	.718	.696

a. Predictors: (Constant), Punishment, Reward, Performance Appraisal

b. Dependent Variable: Employee Performance

5. Discussion

Hipotesis pertama (H1) ditolak, terdapat pengaruh positif tetapi tidak signifikan variabel performance appraisal terhadap kinerja karyawan PT. Musashi Auto Parts Indonesia. Berdasarkan hasil pengolahan dan analisis data yang diperoleh dari seluruh responden, diketahui bahwa variabel performance appraisal berpengaruh signifikan terhadap variabel kinerja karyawan. Hasil tersebut dibuktikan dengan uji parsial diperoleh nilai t-hitung variabel daya tarik sebesar 1,817 yang lebih kecil dari nilai t-tabel sebesar 2.023 dengan signifikansi sebesar 0,077 dan lebih kecil dari 0,05. Hasil penelitian ini berbeda dengan riset dari Ghanitri [16], yang menunjukkan variabel performance appraisal secara parsial tidak berpengaruh terhadap kinerja karyawan.

The second hypothesis (H2) has been rejected; there exists a positive albeit insubstantial impact of the reward variable on employee performance at PT. Musashi Auto Parts Indonesia. From the data analysis conducted on the entire sample group, it appears that the reward variable does not significantly impact the performance of the employees. This is evidenced by the partial test result where the t-count value of the reward variable is 1.398, which is less than the t-table value of 2.023, with a p-value of 0.170 which is greater than the alpha value of 0.05. This finding aligns with the results from Tahupiah et al. [28], where the punishment variable does not have a partial effect on the performance of employees of PT. PLN Manado City Area.

The third hypothesis (H3) is rejected; there is some positive albeit insignificant influence of the punishment variable on the employee performance at PT. Musashi Auto Parts Indonesia. From the data processing and analyzing all of the respondents data, it can be concluded that the punishment variable positively impacts employee performance. These findings are confirmed by the partial test where the t-count value for the punishment variable is 4.172, which is greater than the t-table value of 2.023 at a significance level of 0.001, which is less than 0.05. These findings corroborate earlier work done by Aviantoro et al, [16], which found that the punishment variable notably influenced performance among employees at the BPPKAD Ponorogo Regency.

The fourth hypothesis (H4) is accepted, there is a simultaneous influence of performance appraisal, reward, and punishment on employee performance at PT. Musashi Auto Parts Indonesia. Based on the results of processing and analyzing data obtained from all respondents, it is known that the performance appraisal, reward, and punishment variables have a simultaneous influence on employee performance variables. These results are proven by the partial test obtained F-count value of the trustworthiness variable of 33.033 which is greater than the F-table value of 2.62. Research by Sari et al, [17] shows the results of data recapitulation, that the influence of performance appraisal, reward, and punishment has an effect on employee performance.

6. Conclusion and Suggestions

These findings underscore the importance of implementing a fair and transparent reward system as a key strategy for motivating employees. Furthermore, objective performance evaluations and a constructive and measurable punishment system contribute to creating a productive and results-oriented work environment. Overall, this study recommends that companies further optimize their reward systems by recognizing high-performing employees, refining their appraisal systems to be more transparent and based on measurable performance

indicators, and implementing punishment systems that are educational and encourage improved work behavior.

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