

**PENGARUH REWARD DAN PUNISHMENT TERHADAP KINERJA
PEGAWAI DI DIVISI NIAGA DAN MANAJEMEN PELANGGAN PT PLN
(PERSERO) UNIT INDUK DISTRIBUSI BALI**

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ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh *reward* dan *punishment* terhadap kinerja pegawai, baik secara simultan maupun parsial, pada Divisi Niaga dan Manajemen Pelanggan PT PLN (Persero) Unit Induk Distribusi Bali. *Reward* dan *punishment* yang diterapkan secara efektif dianggap sebagai kunci dalam meningkatkan kinerja pegawai, khususnya dalam lingkungan kerja yang semakin kompetitif. Penelitian ini menggunakan pendekatan kuantitatif dengan populasi sebanyak 36 pegawai, yang seluruhnya dijadikan sampel melalui metode *non-probability* sampling dengan teknik sampel jenuh. Data dikumpulkan menggunakan instrumen kuesioner dan dianalisis menggunakan regresi linier berganda. Hasil analisis menunjukkan bahwa *reward* dan *punishment* secara simultan berpengaruh signifikan terhadap kinerja pegawai. Namun, secara parsial, hanya *punishment* yang memiliki pengaruh signifikan, sedangkan *reward* tidak menunjukkan pengaruh yang signifikan terhadap kinerja. Berdasarkan temuan tersebut, disarankan agar sistem *reward* lebih difokuskan pada pemberian penghargaan finansial yang memiliki dampak motivasional langsung, tanpa mengesampingkan aspek non-finansial untuk mendukung loyalitas dan kepuasan kerja jangka panjang. Sementara itu, efektivitas *punishment* dapat ditingkatkan melalui pendekatan konstruktif, seperti pemberian pelatihan atau pendampingan pasca-sanksi, guna mendorong perbaikan kinerja secara berkelanjutan.

Kata kunci: kinerja pegawai, *punishment* dan *reward*.

**THE INFLUENCE OF REWARD AND PUNISHMENT ON EMPLOYEE
PERFORMANCE IN THE COMMERCIAL AND CUSTOMER
MANAGEMENT DIVISION OF PT PLN (PERSERO) BALI
DISTRIBUTION MAIN UNIT**

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ABSTRACT

This study aims to examine the influence of reward and punishment on employee performance, both simultaneously and partially, in the Commercial and Customer Management Division of PT PLN (Persero) Bali Distribution Main Unit. Effectively implemented rewards and punishments are considered key to improving employee performance, especially in an increasingly competitive work environment. This research uses a quantitative approach with a population of 36 employees, all of whom were selected as samples using a non-probability sampling method with a saturated sampling technique. Data were collected using a questionnaire instrument and analyzed using multiple linear regression. The analysis results show that reward and punishment simultaneously have a significant effect on employee performance. However, partially, only punishment has a significant influence, while reward does not show a significant impact on performance. Based on these findings, it is recommended that the reward system focus more on providing financial incentives that have a direct motivational impact, without overlooking non-financial aspects to support long-term loyalty and job satisfaction. Meanwhile, the effectiveness of punishment can be enhanced through a constructive approach, such as providing training or post-sanction mentoring, to encourage continuous performance improvement.

Keyword: *employee performance, punishment dan reward.*