



## Original Article

### The Influence of the Reward and Recognition System on Employee Motivation at the Regional Development Bank Sidoarjo Branch

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#### Abstract:

This research examines the influence of reward and recognition systems on Employee Motivation at the Regional Development Bank Sidoarjo Branch. Sample in this study were 80 employees of Bank Jatim Sidoarjo. Analytical tools used is multiple linear regression. The research results show that each variable, the Reward and Recognition System is related and has a positive effect on employee motivation at Bank Jatim Sidoarjo employees.

**Keywords:** Reward System; Recognition; Employee Motivation.

#### Introduction

Employees in an organization play a crucial role as drivers of the implementation process of activities and the achievement of organizational goals. To achieve these goals, concerted efforts are needed from both employees and leaders within a sound organizational framework. Due to the vital role, management, and utilization of employees, efforts are required to enhance employee performance. Human Resources are the most valuable and precious asset compared to other assets because they are the primary drivers of organizational operations. Therefore, human resources need to be optimally managed, continuously supported, and provided with due attention and rights. Additionally, human resources are business partners in achieving organizational goals. To compete in the business environment, companies need to acquire, develop, and retain high-quality human resources. Human resources, as the driving force of the organization, are significantly influenced by the participants, and their functional roles strongly support organizational success, thus enhancing employee performance ([Lestari and Kusumawati, 2022](#)). To motivate employees to work more enthusiastically, companies typically provide recognition or rewards for achieved accomplishments. Recognition is something given to individuals or groups for demonstrating excellence in a particular field. It should be given by the organization in a fair and appropriate manner to employees ([Munawwarah et al., 2022](#)). Motivation plays a crucial role in all human activities, whether internal or external.



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It is a process or drive from within or outside an individual to act and influence their behavior in achieving goals, especially in the workplace. This aligns with research by [M. Hasibuan \(2006\)](#), which identifies motivation as a significant factor in enhancing employee performance. Employees with strong motivation tend to deliver higher performance. Organizations need motivated employees to achieve business goals because highly motivated employees are more productive and contribute effectively to organizational success ([Carolina, 2010](#)). The level of employee work motivation plays a crucial role in efforts to improve employee performance within an organization ([Ulfa Davira, 2019](#)). Motivation is essential in determining the performance of each employee. Motivated employees have adequate knowledge and skills to achieve their goals ([Hansen & Smith, 2002](#)).

In a company, employees are critical in determining its progress, and companies must retain their best employees to prevent them from seeking employment elsewhere for income. Therefore, companies need to provide incentives for employees to stay ([Pratiwi and Sriathi, 2016](#)). Leaders who consistently evaluate employee performance indirectly encourage subordinates to strive for excellence. When leaders can guide subordinates to consistently excel, work is not merely completed as per target but often exceeds expectations. This can motivate employees to perform even better ([Munawwarah et al., 2022](#)). There are several factors influencing motivation, such as reward and recognition systems. Firstly, the reward system is a form of recognition given by organizations to acknowledge employees' hard work and capabilities within a government organization. Rewarding employees can create satisfaction as they feel their contributions are recognized. In addition to rewards, organizations also administer punishment to employees who make mistakes ([Maghfirah, 2021](#)). Secondly, recognition involves assigning a certain status to employees within the organization ([Sholeh, 2023](#)). When job satisfaction is fulfilled, employees tend to be happier in their work. Job satisfaction that arises is a response to recognizing employees' work. Previously, researchers observed motivation among Bank Jatim employees in the Sidoarjo branch. The observation revealed that employee motivation declined due to the inadequate application of rewards and punishments by office heads concerning career development, such as promotions, transfers, and further studies. This uncertainty and lack of motivation led to tardiness, absenteeism, and suboptimal administrative organization due to weak administrative understanding. This research will continue to explore further findings.

Many studies have examined motivation, including [Akafo & Boateng \(2015\)](#), who highlighted variations in reward systems among organizations and countries where these organizations operate. Organizations may use different types of rewards and criteria. It is crucial to understand how these different systems affect motivation. However, the complexity of the impact of reward systems in everyday contexts is significant. To implement a cost-effective reward system strategically, organizations must be aware of both intentional and unintentional consequences that may arise. Overall, fairness appears to be a universal aspect of a good system, although its meaning remains subject to further detailed examination across different cultures. Finally, it is essential to consider how cultural changes can affect reward systems. For example, some studies indicate that societies may become more individualistic as a function of economic growth, potentially leading to different cultural values, preferences in reward systems, and motivation, as well as institutional changes, such as tax systems. Evaluating how reward systems influence motivation in an international context remains challenging. However, there is much that

can be said about this topic, as knowledge is crucial. Decisions regarding reward systems affect organizational effectiveness and employee happiness.

([Sustiyatik & Sari, 2023](#)) showed that rewards significantly and positively influence employee work motivation, while punishments also significantly and positively affect employee work motivation. The F-test results indicated that both reward and punishment variables simultaneously influence employee work motivation, with a coefficient of determination ( $R^2$ ) of 57.2%. This study recommends that PT. Amaan Indonesia Sejahtera in the Tulungagung branch maintains the quality of employee performance to produce competitive employees. ([Shibly & Weerasingh, 2019](#)) found that basic salary, welfare, and incentives correlate significantly with employee retention intentions. The regression model explained 67.7% of the variation in the dependent variable, where basic salary and welfare were identified as the two best predictors of retention intentions in the tested domain. Basic salary is more critical in predicting employee retention than welfare, as evidenced by its larger standard beta coefficient. It is recommended to review the basic salary and welfare facilities provided to high-level garment factory workers more frequently to conduct exit interviews and turnover analysis. Further research is needed to determine the findings when applied to different environmental and temporal conditions. This study will identify the Influence of Reward and Recognition Systems on Employee Motivation and Welfare at the Regional Development Bank Branch in Sidoarjo by using a different time period and object from previous research, thus providing different research results than previous studies. Expectancy is the belief that one's effort will result in good performance. If a person has high expectancy, they are confident that their effort will yield satisfactory results. Conversely, if a person has low expectancy, they tend to lack confidence and are not motivated to exert greater effort.

Instrumentality is the belief that good performance will be followed by appropriate rewards. If a person has high instrumentality, they believe that good performance will bring suitable rewards. Conversely, if a person has low instrumentality, they are less motivated to achieve better performance. Valence is the degree of desire a person has for the rewards given. Valence relates to how much a person values the rewards provided by the organization or supervisor. If a person has high valence, they are motivated to achieve better performance to obtain the desired rewards. Conversely, if valence is low, they are not motivated to achieve better performance even if the rewards are substantial. In Expectancy Theory, a person's performance is viewed as the result of the interaction between these three variables. Employees will be motivated to achieve better performance if they have high expectancy, high instrumentality, and high valence. Therefore, companies need to provide a work environment that can enhance employees' expectancy, instrumentality, and valence to achieve optimal performance ([Eerde, 2015](#)). According to [Akafo & Boateng \(2015\)](#), the Grand Theory of Expectancy or the Big Expectancy Theory is a motivation theory that suggests a person's job satisfaction depends on how much they expect their actions to produce desired results and how much they value those results. According to this theory, people will be motivated to work harder and achieve their goals if they believe their efforts will produce desired outcomes and if they value those outcomes strongly. This theory involves three main elements: expectancy, instrumentality, and valence. Expectancy is a person's belief that certain actions will lead to desired results. Instrumentality is the belief that those desired results will help them achieve larger goals. Valence is the extent to which those desired results are valuable to someone.

According to this theory, individual motivation can be enhanced by altering their

beliefs about expectancy, instrumentality, and valence. For example, if someone believes their efforts will not produce the desired results, they may lose motivation to keep trying. However, if they believe their efforts will produce the desired results, they may be more motivated to work harder to achieve those goals. According to [Fajar et al. \(2018\)](#), expectancy theory suggests that people tend to choose actions expected to produce desired results and choose different actions if they believe those actions will bring better or more satisfying results. Expectancy refers to a person's belief that their actions will produce desired results. Instrumentality refers to a person's belief that their actions will help achieve desired goals. Valence refers to the value or importance a person places on the desired results. In the context of the journal, expectancy theory is used to explain the relationship between work-life balance, employee retention, and psychological empowerment. The study concludes that a balance between work and personal life (work-life balance) can enhance job satisfaction and psychological empowerment, thereby influencing employee retention. In other words, employees who feel their work-life balance is maintained are more satisfied and motivated in their jobs, thus affecting their decision to stay with the company.

## Methods

The object of this research is located at the Regional Development Bank, Sidoarjo Branch. The research location is at Jl. Ahmad Yani No.29, Rw1, Sidokumpul, Kec. Sidoarjo, Kabupaten Sidoarjo, East Java 61212. The population encompasses all the characteristics or measurement results that are the subject of the research. It is the generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn ([Sugiyono, 2017](#)). The population in this study consists of the employees of Bank Jatim, Sidoarjo branch. The total number of employees used as the population is 100. A sample is a part of the population that has the characteristics of that population. The determination of the sample size used in this study is calculated using the Slovin formula ([Sugiyono, 2017](#)). According to [Sugiyono \(2016\)](#), the Slovin formula is a method to calculate the minimum sample size if the behavior of a population is not precisely known. The sample size determined by the Slovin formula is based on the margin of error, where a higher margin of error results in a smaller sample size. The Slovin formula is as follows: Based on the total population of 100 people, where the entire population is considered representative by the researcher according to the research conducted.

## Results

Research Results Based on the results of the research on "the influence of the reward system and recognition on employee motivation" which has been explained in the previous chapters, it can be concluded that: 1. The reward system affects employee motivation. Based on this statement, it can be said that employee work motivation will be formed by the existence of a reward system both from salary, benefits, bonuses, interpersonal awards, achievements, and autonomy, so it can be concluded that the reward variable affects employee work motivation. 2. Recognition has an effect on employee motivation. Recognition is the process of acknowledging by giving appreciation for the abilities that an employee currently has. Appreciation as a form of recognition of efforts and work results can make employees feel that their existence in the job has been recognized by the company so that employees will have a greater sense of security in their work. 3. The System of Rewards and Recognition Affects Employee Motivation. Research on the

relationship between recognition and reward systems and employee motivation can provide in-depth insights into what can improve their morale and performance. This information can help companies to design 67 HR management policies and programs that are more effective in motivating employees and improving company quality.

Based on the research on "the impact of reward systems and recognition on employee motivation" as presented in the previous chapters, the following conclusions can be drawn: 1) Reward System Influences Employee Motivation: It can be said that employee work motivation is formed by the presence of a reward system, whether it comes from salary, allowances, bonuses, interpersonal awards, achievements, or autonomy. Thus, it can be concluded that the reward variable has an influence on employee work motivation; 2) Recognition Influences Employee Motivation: Recognition is the process of acknowledging by appreciating the current abilities of an employee. Appreciation as a form of recognition for efforts and work results can make employees feel that their presence in the job is acknowledged by the company, thus making employees feel more secure in their job. 3) Reward System and Recognition Influence Employee Motivation: Research on the relationship between recognition and reward systems with employee motivation can provide deep insights into what can enhance their spirit and performance. This information can help companies design more effective HR management policies and programs to motivate employees and improve the company's quality.

### Suggestion

It is recommended for future research to not only focus on PT Bank Pembangunan Daerah Jawa Timur Tbk ("Bank Jatim") but also to include other research objects. For Bank Jatim, this research can be used as a reference for decision-making. Future research can add other independent variables that might influence Employee Motivation, such as Punishment, Work Environment, Leadership Style, etc.

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