

An Intervening *Maṣlahah* on Influencing Reward and Punishment for Employee's Performance: A Study at Warung Spesial Sambal Yogyakarta

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Abstract: This study aims to investigate the influence of reward and punishment on employee performance, with *maṣlahah*—an Islamic concept of public benefit—as a mediating variable, based on empirical evidence from Waroeng Spesial Sambal in Yogyakarta. Employing a quantitative research design with Partial Least Squares Structural Equation Modeling (PLS-SEM), the findings demonstrate that both reward and punishment significantly enhance employee performance, directly and indirectly through *maṣlahah*. The construct of *maṣlahah* acts as a critical intervening variable, reinforcing the ethical alignment of organizational behavior with Islamic principles. The results not only validate the efficacy of integrating Islamic ethical frameworks into performance management systems but also reveal *maṣlahah*'s robust mediating effect—suggesting a culturally grounded approach to human resource development. This study offers theoretical advancement by operationalizing *maṣlahah* within a modern organizational context, thereby enriching the literature on Islamic behavioral economics and management. Future research could extend this model across diverse sectors and cultural settings to evaluate the universality and adaptability of *maṣlahah*-oriented performance models in Muslim and non-Muslim work environments.

Keywords: *Maṣlahah*, Employee Performance, Reward, Islamic Management, PLS-SEM

Introduction

Management of personnel resources in implementing the company's organizational goals ensures the work achieves common interests following the responsibilities given within a specific time.¹ Performance results from work regarding quality and quantity an employee achieves in carrying out his duties under the responsibilities given in a certain period.² The factors that affect performance are efficiency, authority, discipline, and initiative.³ These four factors support the realization of a quality presentation. Awards are one of the essential things in a company that must be implemented. A sound reward system can increase the enthusiasm of employees to improve their performance beyond the set standards.⁴

Unfair rewards and punishment will cause social jealousy among employees, thus triggering an antagonistic working relationship and impacting employees' performance. Therefore, rewards and punishment are essential to increase the motivation of employees to achieve the best achievement. Companies do not need to dictate to employees what to do or decide because they have influenced actions or decisions that make employees more attentive to the consequences of the actions or decisions they make.⁵

The factors that affect performance are efficiency, authority, discipline, and initiative.⁶ These four factors indicators support the realization of a quality presentation. According to previous research by Nur and Niki, reward systems are impacted by employees' enthusiasm to improve their performance beyond the set

¹ Ita Solikah, "Pengaruh Reward, Punishment, Dan Motivasi Kerja Terhadap Produktivitas Kerja Kar-Yawan Pada PTPN XII (PERSERO) Kebun Jatirono Kalibaru Banyuwangi," *Jurnal Manajemen Dan Bisnis Indoensia* 2, no. 1 (2016): 92. Also read Ahmet Maloku et al., "PROGNOSTIC SCIENTIFIC RESEARCH IN PLANNING AND SUCCESSFUL MANAGEMENT OF ORGANIZATIONS IN THE SECURITY SECTOR," *Corporate and Business Strategy Review* 3, no. 2 (2022): 138–50, <https://doi.org/10.22495/cbsrv3i2art12>.

² Yani Maryani, Mohammad Entang, and Martinus Tukiran, "The Relationship between Work Motivation, Work Discipline and Employee Performance at the Regional Secretariat of Bogor City," *International Journal of Social and Management Studies* 02, no. 02 (2021): 1–16, <https://doi.org/https://doi.org/10.5555/ijosmas.v2i2.14>.

³ Ayu Hidayah Indriasari, *Pengaruh Pemberian Reward Dan Punishment Terhadap Kinerja Karyawan Pada PT Ev-Ans*, 1st ed. (Medan: Fakultas Ekonomi dan Bisnis Islam Universitas Islam Negeri Sumatera Utara, 2018). Also read Rasnius Pasaribu et al., "THE EFFECT OF LEADERSHIP, EMPLOYEE PERFORMANCE, MOTIVATION AND INFORMATION TECHNOLOGY ON EMPLOYEE JOB SATISFACTION MODERATED BY AGE OF EMPLOYEES AT DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU," *Dinasti International Journal of Management Science* 3, no. 3 (2022): 592–602, <https://doi.org/https://doi.org/10.31933/dijms.v3i3.1130>.

⁴ Fitria Nur, *Sistem Pemberian Reward and Punishment Terhadap Kinerja Sales Pada PT. Suracoja-Ya Abadi Motor Di Petterani Makassar*, 1st ed. (Makassar: Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah, 2019).

⁵ Maha Putra and Nurevi Damayanti, "The Effect of Reward and Punishment to Performance of Driver Grabcar in Depok," *International Journal of Research and Review* 7, no. January (2020): 312–19.

⁶ Indriasari, *Pengaruh Pemberian Reward Dan Punishment Terhadap Kinerja Karyawan Pada PT Ev-Ans*. Also read Pasaribu et al., "THE EFFECT OF LEADERSHIP, EMPLOYEE PERFORMANCE, MOTIVATION AND INFORMATION TECHNOLOGY ON EMPLOYEE JOB SATISFACTION MODERATED BY AGE OF EMPLOYEES AT DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU."

standards.⁷ Reconstructing the fundamental values of Islam is an essential part of improving its performance.⁸ The role of human resources development is evaluated. For this reason, the synergy between reward punishment and *maṣlahah* can be used to construct a performance evaluation that can be used alongside or even instead of conventional measurement.

Applying good rewards and punishments is generally a type of effort to review and improve *maqāṣid al-sharī'ah* for the common good, especially regarding work.⁹ In *al-Muwāfaqāt*, written by al-Shātibī, it is explained that *maṣlahah* is an objective concept of behavior that is shown absolutely following Islamic law for *maqāṣid sharī'ah* al-Shātibī's thinking is in line with Al-Ghazālī's thinking about *maqāṣid al-sharī'ah*, and is complemented by Nyazee's theory of thought related to *maqāṣid al-sharī'ah* in work orientation.¹⁰

In terms of work, *maqāṣid al-sharī'ah* is the primary basis for creating a sound work system by implementing the five supporting orientations and elements of *maqāṣid al-sharī'ah*, namely worship orientation, internal processes, talent, learning, wealth, and customers.¹¹ For example, the practice examined by previous studies from 2018 until 2023 of giving rewards and punishments at Waroeng Spesial Sambal, commonly called Waroeng SS, impacted their performance.¹² Until this restaurant is called one of the well-known restaurants, the culinary menu of Waroeng SS has many visitors.¹³ It interested the researchers in taking the location in Waroeng SS Yogyakarta, with the center information at the Public Relations Office on Jl. Kaliurang KM 4.5 Gg. Kinanti Number 19 Pogung Kidul, Sinduadi, Mlati, Sleman, Daerah Istimewa Yogyakarta.

Punishment can also provide unwanted side effects. Punishment often only brings short-term pressure on unwanted behavior but does not remove it. Punishment is an unpleasant act in the form of punishment or sanctions given to employees consciously when there is a violation so as not to repeat it. Punishment

⁷ Nur, *Sistem Pemberian Reward and Punishment Terhadap Kinerja Sales Pada PT. Suracoja-Ya Abadi Motor Di Pettearani Makassar*.

⁸ Mahfudhotin, "Analisa Pertumbuhan Tenaga Kerja Dan Jaringan Kantor Terhadap Perkembangan Aset Perbankan Syariah," *Jurnal El-Qist* 9, no. 1 (2019), <https://doi.org/10.15642/elqist.2019.9.1.1-15>.

⁹ Muhammad Zarunnaim, Haji Wahab, and Asmadi Mohamed Naim, "The Reviews on Sustainable and Responsible Investment (SRI) Practices According to Maqasid Shariah and Maṣlahah Perspectives," *Etikonomi* 20, no. 2 (2021): 397–412. Also read Yusuf Faisal and Yvonne Agustine Sudibyo, "International Journal of Multicultural and Multireligious Understanding Performance Reviewed from Maqasyid Shariah, Culture of Islamic Organizations and Sharia Compliance," *International Journal of Multicultural and Multireligious Understanding* 7, no. 2 (2020): 458–68.

¹⁰ Ahmad Thohari, "Epistemologi Fikih Lingkungan: Revitalisasi Konsep Masalahah," *Az Zarka'* 4, no. 2 (2013): 147.

¹¹ Muhammad Houssein Eddine Bedoui, "Sharia Based Ethical Performance Measurement Framework Chair for Ethics and Financial Norms," 2012. Also read Hanudin Amin, "Examining New Measure of Asnaf Muslimpreneur Success Model: A Maqasid Perspective," *Journal of Islamic Accounting and Business Research* 13, no. 4 (2022): 596–622, <https://doi.org/10.1108/JIABR-04-2021-0116>.

¹² Fereshti Nurdiana Dihan, "Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan Dengan Disiplin Kerja Sebagai Variabel Intervening Di Waroeng Spesial Sambal Yogyakarta," *JBTI : Jurnal Bisnis : Teori Dan Implementasi* 11, no. 1 (2020): 11–22, <http://journal.umy.ac.id/index.php/bti>.

¹³ Faizal Hidayat, "Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan Dengan Disiplin Kerja Sebagai Variabel Intervening Di Waroeng Spesial Sambal Yogyakarta" (Universitas Islam Indonesia, 2018).

is an unpleasant or unintentional consequence given by superiors for specific actions. Penalty (penalty) When used effectively, it can suppress organizational behavior. In other words, punishment must come after execution carefully and objectively, considering all aspects related to the situation.¹⁴

According to Zikri, punishment is an act that has unpleasant and undesirable consequences for certain violations.¹⁵¹⁶ Applying good rewards and punishments is generally a type of effort to review and improve *maqāṣid al-sharī'ah* for the common good, especially in terms of work.¹⁷ In al-Muwāfaqāt book by al-Shāṭibī explained that *maṣlahah* is an objective concept of behavior that is shown absolutely following Islamic law for *maqāṣid al-sharī'ah* al-Shāṭibī's thinking is in line with al-Ghazālī's thinking about *maqāṣid al-sharī'ah*, and is complemented by Nyazee's theory of thought related to *maqāṣid al-sharī'ah* in work orientation.¹⁸

This study explores the impact of total reward strategies—including financial and non-financial incentives—on education. It aims to determine how sustainable total reward strategies affect employee performance, satisfaction, and motivation. The findings might impact the development of employees' social lives at work.¹⁹ Much of the previous research indicated that organizations rely heavily on reward systems to retain and encourage people and to achieve high levels of performance. However, diverse theories exist regarding these variables, which have been constructively developed and empirically tested.²⁰ On the other hand, illustrated that intrinsic rewards, moral incentives, have a positive and significant influence on the employee's performance in an organization. Their results further indicate that extrinsic rewards such as pay, bonuses, promotion, and benefits have more effect on the job performance of an employee than moral incentives such as career development, responsibility, recognition, and learning opportunities.

¹⁴ Wenny Desty Agtovia Frimayasa, Windayanti, Fathiani, Rahmat, "Effect Of Reward And Punishment On Employee Performance," *International Journal of Social and Management Studies* 2, no. 3 (2021): 179–86.

¹⁵ Haniffan Zikri, Anugrah De Tasya, and Heriyono Lalu, "DESIGNING REWARD AND PUNISHMENT SYSTEMS TO SPUR AWARENESS OF THE USE OF PPE ON PT . XYZ WORKERS," in *E-Proceedings of Engineering*, vol. 9, 2022, 36–43.

¹⁶ Jeremy Nicholas and Ade Adhari, "Crimination Against the Official of Paying Wages Below the Minimum Limit in Order to Achieve the Objectives of Crimination in Indonesia," in *Proceedings of the 3rd Tarumanagara International Conference on the Applications of Social Sciences and Humanities (TICASH 2021)*, vol. 655, 2022, 723–27.

¹⁷ Zarunnaim, Wahab, and Naim, "The Reviews on Sustainable and Responsible Investment (SRI) Practices According to Maqasid Shariah and Maṣlahah Perspectives." Also read Faisal and Sudibyo, "International Journal of Multicultural and Multireligious Understanding Performance Reviewed from Maqasyid Shariah, Culture of Islamic Organizations and Sharia Compliance."

¹⁸ Thohari, "Epistemologi Fikih Lingkungan: Revitalisasi Konsep Masalahah."

¹⁹ Musaddag Elrayah and Yahdih Semlali, "Sustainable Total Reward Strategies for Talented Employees ' Sustainable Performance, Satisfaction, and Motivation: Evidence from the Educational Sector," *Sustainability* 15, no. 2 (2023): 1605, <https://doi.org/10.3390/su15021605>.

²⁰ Ibrahim Ghazi Alkandi et al., "The Impact of Incentive and Reward Systems on Employee Performance in the Saudi Primary, Secondary, and Tertiary Industrial Sectors: A Mediating Influence of Employee Job Satisfaction," *Sustainability* 15, no. 4 (2023), <https://doi.org/10.3390/su15043415>.

Incentives were found to be positively correlated with employee performance.²¹

Performance comes from performance or actual performance of work or achievements achieved by someone. Performance is the quality and quantity of work an employee presents in carrying out his duties following the responsibilities given to him. Performance can be seen in terms of skills, skills, knowledge, and sincerity of the employee concerned. Performance carried out with hard work will produce the expected organizational goals.²² The definition of performance is the quality and quantity of work presented by an employee in carrying out his duties following the responsibilities given to him. Performance can be seen in terms of skills, skills, knowledge, and sincerity of the employee concerned. Performance carried out with hard work will produce the expected organizational goals. In addition, performance can be self-motivated for employees with the abilities one has, which will lead to competitive competition to conduct assessments, resulting in high-performance achievements.²³

This study begins with the previous study by Rosa Luciana Agustin's Thesis, which uses quantitative methods and analysis using Smart PLS 3.0. The results of this study explain that reward and punishment affect employee performance by 70.6% while the remaining 29.4% is another factor.²⁴ Journal by Dori Mittra Candana Based on the test, the outer model and the inner model are obtained. Some of the relations between variables are significant, and others are not significant. This research analyzes quantitative data using SmartPLS.²⁵ The Journal of Execution Management at PT. Unilever Indonesia Tbk Jakarta has a significant influence between reward and punishment variables on employee performance variables.²⁶

The article by Sofiea et al., therefore, rejects all null hypotheses because the estimates are statistically significant. The methodology used is a survey design, using a quantitative descriptive and analyzed using the Smart PLS 3.29 application.²⁷ The aspects of *Maqāṣid al-sharī'ah* have a positive and significant influence, with a percentage of 80.8% on employee performance. Other variables

²¹ A. Ajila, C.; Abiola, "Influence of Rewards on Workers Performance in an Organization," *Journal Social Science* 8, no. 1 (2004): 7–12.

²² Putra and Damayanti, "The Effect of Reward and Punishment to Performance of Driver Grabcar in Depok."

²³ Agtovia Frimayasa, Windayanti, Fathiani, Rahmat, "Effect Of Reward And Punishment On Employee Performance."

²⁴ Rosa Luciana Agustin, *Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan Pada PT. Merapi Utama Pharma Pekanbaru*, 1st ed. (Pekanbaru: Fakultas Ekonomi dan Bisnis, Universitas Islam Riau: Pekanbaru Baru, 2022).

²⁵ Dori Mittra Candana, "Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Disiplin Kerja Sebagai Variabel Intervening Pada PT Batang Hari Barisan," *Jurnal Ekonomi Manajemen* 2, no. 1 (2020): 37.

²⁶ Sri Sumarjati, "Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan PT Unilever Indonesia Tbk. Jakarta Divisi Field Execution Management," *Jurnal Administrasi Dan Manajemen* 11, no. 1 (2021): 35.

²⁷ Sofiea Nisa, "Pengaruh Work From Home (WFH) Dan Disiplin Kerja Terhadap Kinerja Pegawai Dengan Komunikasi Interpersonal Sebagai Variabel Intervening (Studi Pada Balai Pengkajian Teknologi Pertanian Provinsi Banten)," *Jurnal Ilmu Manajemen* 12, no. 2 (2022): 12, <https://doi.org/10.46880/mtx.Vol5No2.pp89-96>.

influence the remaining 19.2%.²⁸ The effect of remuneration on employee motivation shows a positive relationship. The resulting statistical t-count value is 12,407, greater than the t-table value of 1.96 (sig 5%).²⁹

The most basic and phenomenal concept of *maṣlahah* is the thoughts from Al-Ghazālī and Al-Satibi, while the next thought is developmental. Al-Ghazālī explained *maṣlahah* as the preservation of religion, life, intelligence/intellectuals, descent, and wealth. It reflects a holistic perspective in Islam, the code for an integrated mindset and behavior covering all aspects of individual and social life, both in this world and beyond. In this context, Al-Ghazālī categorizes the purpose of life in two major aspects, namely the world, which is related to physical or material goals, and the afterlife, which is related to God and faith. Physical or material goals are categorized in several dimensions, namely preserving life (*nafs*), protecting intelligence (*‘aql*), preserving offspring (*nasl*), and preserving wealth (*māl*). Meanwhile, to harmonize the afterlife, it is obligatory to protect the religion or faith (*dīn*). The five important elements follow the priorities that begin with aspects of the afterlife and continue with aspects of physical or material life.³⁰ Based on the description above, the authors aim to further examine the effects of reward (x_1) and punishment (x_2) on the quality of employee performance (y), with *maṣlahah* (z) acting as an intermediary/mediating variable.

Research Method

The methods used to research specific populations or samples, data collection using research instruments, and data analysis are quantitative/statistical to test predetermined hypotheses.³¹ In this study, the validity test will be seen from the value of convergent validity, discriminant validity, and reliability test that is more complete than the last version of SmartPLS.³² In this study, reliability testing uses the PLS-SEM Version 4 program on the measurement model (outer model) where the level of reliability will be seen from the alpha coefficient or Cronbach's alpha and composite reliability.³³

The sampling technique used is the Technical Census, namely the Census Sample. Sampling with this technique is used if the respondents are less than 100, so the census sample is also a population study because the sample is taken from the total population.³⁴ Primary data was obtained from the answers to questionnaires given directly to employees with a series of questions regarding the

²⁸ Rodi Syafrizal, "Analisis Kinerja Islamic Human Resources Based Berdasarkan Metode Maṣlahah Scorecard, (Studi Kasus Di PT. INALUM)," *AT-TAWASSUTH: Jurnal Ekonomi Islam* 4, no. 2 (2019): 227.

²⁹ Stevanus X. Mentang, "No Title," *JUIMA* 22, no. 1 (2021): 1.

³⁰ A.A. Lamindo, "Maqasid Al-Shari'ah as a Framework for Economic Development Theorization," *International Journal of Islamic Economics and Finance Studies* 2, no. 1 (2016): 27–49.

³¹ Michiko Sakaki Kou Murayama, Satoshi Usami, "Summary-Statistics-Based Power Analysis: A New and Practical Method to Determine Sample Size for Mixed-Effects Modeling," *Psychological Methods* 27, no. 6 (2022): 1014–38, <https://psycnet.apa.org/doi/10.1037/met0000330>.

³² Gunawan Baharuddin Asmak Ab Rahman, "What Is the Most Effective Antecedent for Developing Entrepreneurial Intention among Muslim Youth in Indonesia?," *Entrepreneurial Business and Economics Review* 14, no. 1 (2021): 75.

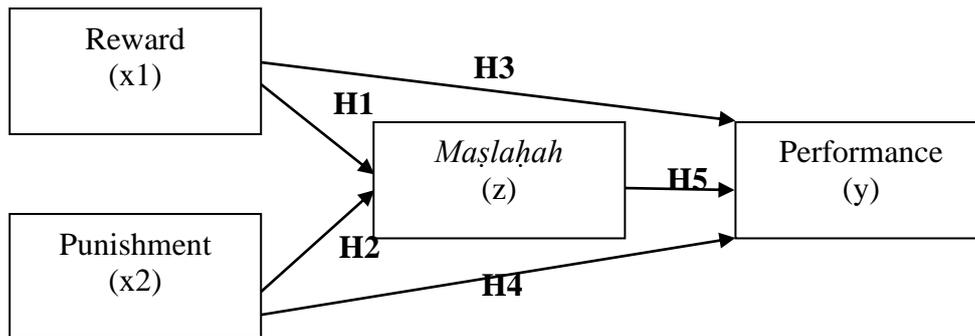
³³ Moh Nazir, *Metode Penelitian* (Jakarta: PT Bumi Aksara, 2022).

³⁴ (Aaron et al., 2022)

benefit of employees with rewards and punishments and several factors and their effects on improving the quality of performance.³⁵

The research has conducted the variables x_1 for the reward and x_2 for the punishment variable; both are examined for z as *maşlahah* and y as the performance variable. This hypothesis is an assumption that can be right or wrong about something that is made to explain several things that require further examination.

Figure 1. The Hypothesis



Based on the literature review, conceptual basis, theoretical review, and framework, as stated previously, the hypotheses model can be described as follows:

- H1 = It is suspected that there is a significant effect of the reward variable (x_1) on the *maşlahah* variable (z)
- H2 = It is suspected that there is a significant influence significance of the punishment variable (x_2) on the *maşlahah* variable (z)
- H3 = It is suspected that there is a significant effect of the reward variable (x_1) on the performance variable (y)
- H4 = It is suspected that there is a significant influence of the punishment variable (x_2) on the performance variable (y)
- H5 = It is suspected that there is a significant influence of the *maşlahah* variable (z) on the performance variable (y).

Based on the hypothesis above, the *maşlahah* variable is expected to mediate reward and punishment on employee performance because *maşlahah* is an intervening variable that is predicted to influence the application of reward and punishment to employee performance.

³⁵ Sugeng Wahyudi, Tarmizi Achmad, and Imang Dapit Pamungkas, "Prevention Village Fund Fraud in Indonesia: Moral Sensitivity as a Moderating Variable," *Economies* 10, no. 1 (2022): 1–16, <https://doi.org/10.3390/economies10010026>.

Results

The Influence of Reward and Punishment Factors on Improving The Quality of Employees' Performance with *Maşlahah* as an Intervening Variable

For taking and determining, the researcher used the census sampling techniques because the respondents are less than 100 persons, so the researcher took the entire population of employees as the research sample. For the questionnaire, the researcher gave the questionnaire paper to the respondents, and they filled it directly with complex file-shaped questionnaires.

A. Model Evaluation Test

1. Evaluation of Measurement Model (Outer Model)

Evaluation of the measurement model, outer model, or measurement model is done to assess the validity and reliability.³⁶

a. Convergent Validity

Convergent validity is related to the principle that the manifest variables or gauges must have a high correlation. In the SmartPLS-SEM 4.0 program, the convergent validity test can be seen from the loading factor value.

b. Outer Loading

Overall, each item that measures the variable has a valid Loading Factor. Here is the result of the outer loading data for each indicator:

Table 1. Result of Outer Loading / Factor Loading

Variables	Outer loadings
X1_2 <- Reward	0.786
X1_3 <- Reward	0.79
X1_4 <- Reward	0.739
X1_7 <- Reward	0.642
X1_9 <- Reward	0.637
X2_1 <- Punishment	0.826
X2_4 <- Punishment	0.864
X2_6 <- Punishment	0.837
Y1 <- Performance	0.892
Y2 <- Performance	0.892
Y4 <- Performance	0.874
Y5 <- Performance	0.858
Z1 <- <i>Maşlahah</i>	0.797
Z2 <- <i>Maşlahah</i>	0.821
Z3 <- <i>Maşlahah</i>	0.729
Z4 <- <i>Maşlahah</i>	0.808

³⁶ Sofyan Yamin, *Olah Data Statistik SmartPLS 3 SmartPLS 4 AMOS*, ed. Ali Rasyid, 1st ed. (Depok: PT Dewangga Energi Internasional, 2021).

Z5 <- <i>Maşlahah</i>	0.845
Z6 <- <i>Maşlahah</i>	0.717
Z7 <- <i>Maşlahah</i>	0.826
Z8 <- <i>Maşlahah</i>	0.803

According to Chin's theory, in early-stage research, developing a scale measurement of loading values of 0.50 to 0.60 was considered sufficient. It states that a correlation meets convergent validity because it has an appropriate loading value greater than 0.50, 0.60, and 0.70, so the indicators used in this study have met the standards of convergent validity.

c. Average Variance Extracted (AVE)

The minimum value for measuring constructs that are said to be valid is with the minimum AVE value above 0.50 (>50). Which has been presented in the following data:

Table 2. Result of Average Variance Extracted (AVE)

Variables	Composite reliability (rho_c)	Average variance extracted (AVE)
<i>Maşlahah</i>	0.932	0.631
Performance	0.931	0.773
Punishment	0.88	0.71
Reward	0.844	0.521

Based on the data above estimates, it can be assumed that the indicator used by the researcher has met convergent validity and can be used for subsequent analysis.

d. Discriminant Validity

Discriminant validity is done to ensure that each concept of each latent variable is different from the other variable, or it can be said to maintain the principle that different manifest variables should not have a high correlation.

1.) HTMT (heterotrait-monotrait ratio)

Henseler et al. proposed the heterotrait-monotrait ratio (HTMT) of the correlations most accurate from another discriminant validity result. HTMT is defined as the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the sample construct. Here are the results of the Heterotrait-Monotrait Ratio (HTMT) below:

Table 3. Result of Heterotrait-monotrait ratio (HTMT)

Variables	<i>Maşlahah</i>	Performance	Punishment	Reward
<i>Maşlahah</i>				
Performance	0.808			
Punishment	0.838	0.882		
Reward	0.744	0.776	0.808	

If the HTMT value of each pair of variables is less than 0.90, the evaluation of discriminant validity with HTMT is fulfilled. If the variance chosen by the variable is higher for each measurement item than divided into other variable items, the evaluation of discriminant validity with HTMT is fulfilled.

2.) Fornell Lacker

After the evaluation of discriminant validity with HTMT has been shown, the researcher also displays a Fornell Lacker table to maintain the strength of HTMT Validity. Here are the results of Fornell Lacker below:

Table 4. Result of Fornell Lacker

Variables	<i>Maşlahah</i>	Performance	Punishment	Reward
<i>Maşlahah</i>	0.794			
Performance	0.752	0.879		
Punishment	0.727	0.754	0.842	
Reward	0.668	0.684	0.659	0.722

The value in the diagonal axis is the AVE root. The AVE root for satisfaction is (0.794) more significant than its correlation with other variables, so discriminant validity for the correlation variable is met.

3.) Cross Loading

Although HTMT and Fornell Lacker have proved it, the way to find out is to compare the loading value on the intended construct, which must be more significant than the loading value with other constructs seen in cross-loading cross-loading. Here are the results of the cross-loading table:

Table 5. Result of Cross-Loading

Indicators	<i>Maşlahah</i>	Performance	Punishment	Reward
X1_2	0.691	0.68	0.627	0.786
X1_3	0.417	0.417	0.427	0.79
X1_4	0.381	0.456	0.381	0.739
X1_7	0.391	0.387	0.488	0.642
X1_9	0.411	0.423	0.383	0.637
X2_1	0.679	0.567	0.826	0.497
X2_4	0.572	0.599	0.864	0.515

X2_6	0.585	0.731	0.837	0.646
Y1	0.67	0.892	0.691	0.574
Y2	0.556	0.892	0.621	0.518
Y4	0.736	0.874	0.696	0.692
Y5	0.663	0.858	0.634	0.602
Z1	0.797	0.536	0.531	0.46
Z2	0.821	0.595	0.556	0.584
Z3	0.729	0.393	0.462	0.433
Z4	0.808	0.67	0.693	0.572
Z5	0.845	0.655	0.673	0.594
Z6	0.717	0.54	0.424	0.43
Z7	0.826	0.706	0.626	0.521
Z8	0.803	0.61	0.585	0.606

Based on the table, the correlation value between the construct and the indicator has good discriminant validity. It can be valid or worth using and has met the validity of the discriminant.

e. Reliability Test

1.) Composite Reliability and Cronbach's Alpha

The minimum value for measuring reliable constructs is to look at composite reliability with a value greater than 0.70 (>0.70), while cronbach's alpha is expected to have reliability at ≥ 0.50 . Here are the results of composite reliability and cronbach's alpha :

Table 6. Result Composite Reliability and Cronbach's Alpha

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
<i>Maşlahah</i>	0.916	0.924	0.932	0.631
Performance	0.902	0.906	0.931	0.773
Punishment	0.796	0.796	0.88	0.71
Reward	0.773	0.807	0.844	0.521

2. Evaluation of Structural Model

a. Inner Variance Inflated Factor (VIF)

The value of VIF (Variance Inflated Factor) should be less than 5, so there is no multicollinearity between variables that affect performance or *maşlahah*. Here are the results of Inner VIF:

Table 7. Result of Inner VIF

Indicators	<i>Maşlahah</i>	Performance
<i>Maşlahah</i>		2.448
Performance		
Punishment	1.769	2.401
Reward	1.769	2.041

b. T Statistic (Signification of Path Analysis)

T statistic (Significance of Path Coefficient) must be >1.96 or P value <0.05 . How to calculate it using a bootstrapping count. Here are the results of the Structural Model Testing/Hypotheses Test:

Table 8. Result of The Structural Model Testing/Hypotheses Test

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
<i>Maşlahah</i> -> Performance	0.347	0.352	0.109	3.169	0.002
Punishment -> <i>Maşlahah</i>	0.508	0.513	0.113	4.492	0.000
Punishment -> Performance	0.361	0.35	0.116	3.103	0.002
Reward -> <i>Maşlahah</i>	0.333	0.335	0.119	2.805	0.005
Reward -> Performance	0.215	0.219	0.095	2.26	0.024

Structural Model Testing/Testing According to the table above, *maşlahah* has a significant effect on the performance of (0.347) with T Statistics (3.169 > 1.96) or P value (0.002 < 0.05). Any changes to the *maşlahah* will significantly improve employee performance. At the same time, the reward has a significant effect on the performance of (0.215) with T statistic (2.26 > 1.96) or P value (0.024 < 0.05). Any changes to the reward will significantly improve employee performance. Moreover, punishment has a significant effect on performance (0.361) with T statistic (3.103 > 1.96) or P value (0.002 < 0.05).

c. Confidence Interval 95% Path Coefficient

In the confidence interval of 95%, the effect of *maşlahah* on performance is between percentage 2.5% - 97.5%. Here are the Results of the Confidence Interval 95% Path Coefficient:

Table 9. Result of The Confidence Interval 95% Path Coefficient

Variables	Original sample (O)	Sample mean (M)	2.5%	97.5%
<i>Maşlahah</i> -> Performance	0.347	0.352	0.139	0.566
Punishment -> <i>Maşlahah</i>	0.508	0.513	0.286	0.725
Punishment -> Performance	0.361	0.35	0.107	0.561
Reward -> <i>Maşlahah</i>	0.333	0.335	0.084	0.557
Reward -> Performance	0.215	0.219	0.032	0.406

The table above explains that in the 95% confidence interval, the effect of *maşlahah* on performance is between (0.139) and (0.566). When various activities increase employees' *maşlahah*, the effect on performance will increase to 0.568.

d. Mediation Test

Mediation testing is carried out to determine whether the intervening variable has a significant effect as a mediating pathway for exogenous variables to an endogenous variable.³⁷ Here are the Results of The Mediation Test:

Table 10. Result of The Mediation Test

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STD EV)	P values
Punishment -> <i>Maşlahah</i> -> Performance	0.176	0.182	0.074	2.393	0.017
Reward -> <i>Maşlahah</i> -> Performance	0.115	0.118	0.057	2.031	0.042

Punishment has a significant indirect effect on performance through *maşlahah* (0.176) with a T statistic (2.393 > 1.96) or P value (0.017 < 0.05). Significant *maşlahah* is a variable that mediates the indirect effect of punishment on performance. The reward has a significant indirect effect on performance through *maşlahah* (0.115) with T statistic (2.031 > 1.96) or P value (0.042 < 0.05). Significant *maşlahah* is a variable that mediates the indirect effect of rewards on performance.

³⁷ J. F. Hair et al., *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook*, Springer, 2021.

e. Evaluation of Suitable and Great Model

1.) F Square

The influence of the variable at the structural level is included in the low, moderate, or high category. Hair et al., F square (0.02 low), (0.15 moderate), (0.35 high). Here are the Results of F Square:

Table 11. Result of F Square

Variables	<i>Maşlahah</i>	Performance
<i>Maşlahah</i>		0.153
Performance		
Punishment	0.357	0.169
Reward	0.153	0.071

Maşlahah influences the structural level of moderate (medium) performance with F square = 0.153. Punishment has a moderate effect on performance with F square = 0.169 and has an intense (high) effect on *maşlahah* with F square = 0.357. In contrast, reward has a low effect on performance with F square = 0.071 and has a moderate (moderate) effect on *maşlahah* with F squares = 0.153.

2.) R Square

Hair et al. said that R Square could determine the magnitude of the effect of reward, punishment, and *maşlahah* variables on performance, as well as the effect of reward and punishment on *maşlahah*.s Here are the Results of R Square:

Table 12. Result of R Square

Variables	R-square	R-square adjusted
<i>Maşlahah</i>	0.592	0.58
Performance	0.68	0.667

In the table above, the magnitude of the effect of reward, punishment, and *maşlahah* on performance is 59.2% in Hair et al. including moderate. In comparison, the magnitude of the effect of reward and punishment on *maşlahah* is 68%, including high.

3.) SRMR (Fit Model)

According to Hair et al., the SRMR value is $0.095 < 0.10$, but according to Karin Schermehle et al., if the value is less than 0.10, then it is still acceptable.³⁸ Here are the Results of SRMR:

³⁸ Yamin, *Olah Data Statistik SmartPLS 3 SmartPLS 4 AMOS*.

Table 13. Result of SRMR

	Saturated model	Estimated model
SRMR	0.093	0.093
d_ ULS	1.81	1.81
d_ G	0.933	0.933
Chi-square	351.067	351.067
NFI	0.701	0.701

The SRMR result in the table above is 0.093, which means it is still acceptable if it refers to Karin Schermeleh et al. If the value is less than 0.10, then it is still acceptable.

4.) Q Square Predict

According to Hair et al., Q Square (redundancy) is > 0 , and > 0.25 is low, whereas if the value is 0.50 and more than that, it is high. Here are the Results of Q Square:

Table 14. Result of Q Square Predict

Variables	Q ² predict
<i>Maşlahah</i>	0.544
Performance	0.598

The Q Square predicts a value for *maşlahah*, and motivation above 0 indicates that the model has predictive relevance, even including high because the Q Square value for the *maşlahah* variable is 0.544 and performance is 0.598. Both meet the high criteria because the value is more than 0.50.

5.) RMSE and MAE Comparison

In Hair et al., lower RMSE and MAE values indicate that the model has better predictive power. In this case, the results of the comparison of the accuracy between SmartPLS-SEM and the regression model are listed. If the results of the SmartPLS-SEM model value are lower than the regression model, it can be better and more accurate. Here are the Results of the RMSE and MAE Comparison:

Table 15. Result of Measurement of RMSE and MAE (Model PLS vs LM)

Code Variables	Q ² predict	PLS-SEM RMSE	PLS-SEM MAE	LM_ RMSE	LM_ MAE
Z1	0.255	0.532	0.415	0.511	0.391
Z2	0.346	0.521	0.383	0.543	0.392
Z3	0.185	0.669	0.474	0.68	0.515
Z4	0.461	0.483	0.356	0.52	0.372
Z5	0.454	0.501	0.374	0.551	0.393
Z6	0.173	0.517	0.362	0.55	0.393
Z7	0.367	0.517	0.373	0.514	0.369
Z8	0.377	0.496	0.35	0.57	0.392
Y1	0.463	0.406	0.314	0.421	0.314
Y2	0.355	0.523	0.375	0.551	0.367
Y4	0.536	0.409	0.308	0.441	0.337
Y5	0.421	0.474	0.338	0.494	0.335

According to the table above, the RMSE values, most of the indicators (18 out of 24 measurements) of PLS-SEM have lower RMSE and MAE values than the linear regression model (LM), which shows that the PLS-SEM model has medium predictive power.

Discussion

The Influence of Reward and Punishment Factors on Improving The Quality of Employees' Performance with *Maşlahah* as an Intervening Variable

According to the first hypothesis, the result of this study found that the effect of reward on *maşlahah* is significantly positive with a value of 0.588 and P values of 0.000, where if rewards are often applied properly, then employee benefits in work also increase. Following the theory, the higher the reward level given to employees, the higher the work problems as well. According to the second hypothesis, the result of this study found that the effect of punishment on *maşlahah* is significantly positive with a value of 0.725 and P value of 0.000, where if punishment is often applied properly, then employee benefits in work also increase. It follows the theory that the higher the level of punishment given to employees, it will cause high work problems as well.³⁹

So, the analysis of this research shows that the effect of reward on performance is significantly positive with a value of 0.406 and P values of 0.024, where if rewards are often applied properly, then employee benefits in work also increase. It follows the theory that the higher the reward level given to employees,

³⁹ Yamin.

the higher the work performance as well. The fourth hypothesis also found that the effect of punishment on performance is significantly positive with a value of 0.561 and P values of 0.002, where if punishment is often applied properly, employee benefits in work also increase. It follows the theory that the higher the level of punishment given to employees will cause higher work problems as well.

The result of this study found that the effect of *maṣlahah* on performance is significantly positive with a value of 0.556 and P values of 0.002, where if rewards are often applied properly, then employee benefits in work also increase. It follows the theory that the higher level of reward given to employees will cause higher work problems as well.

Conclusion

This research result concluded that simultaneous reward and punishment on employee performance with *maṣlahah* as an intervening variable in the influence of reward and punishment factors for improving the quality of employees' performance at Waroeng Special Sambal Yogyakarta is positive and significant. Punishment has a moderate effect on performance with F square = 0.169 and has an intense (high) effect on *maṣlahah* with F square = 0.357. In contrast, reward has a low effect on performance with F square = 0.071 and has a moderate (moderate) effect on *maṣlahah* with F squares = 0.153. It means that achievement of *maṣlahah* still significantly acts as a variable that mediates the indirect effect of reward and punishment for improving employees' performance. Also, this result showed that the *maṣlahah* was achieved on reward and punishment as the factor for improving employee performance as an intervening variable at Waroeng Special Sambal.

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