ORGANIZATIONAL CITIZENSHIP BEHAVIOR, REWARD, PUNISHMENT TO IMPROVE EMPLOYEE PERFORMANCE

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Abstract: Human resources are important in an organization because the success of an organization depends largely on the quality and performance of the individuals in the organization. This study analyzes team member performance influenced by organizational citizenship behavior, reward, and punishment. The population of all employees of the Cahaya Sentosa Cooperative in Purwodadi is 101 people. The sampling technique uses saturated sampling techniques. Research instruments with questionnaires that have been tested for validity and reliability. Analysis with multiple linear regression, data processed with SPSS 24.0 for windows program. In conclusion, organizational citizenship behavior does not affect team member performance; reward and punishment variables positively and significantly affect staff performance. Punishment has the greatest (dominant) influence on team member performance.

1. Introduction

The goals of any organization are normally determined by the behavior of human resources (Moestain et al., 2020). Performance is a work performance that is the result of the implementation of a work plan made by an institution implemented by leaders and employees (HR) who work in that institution, both government, and company (business), to achieve organizational goals (Abdullah 2014). Therefore, performance is the answer to the success or failure of the organization's goals. The performance of employees is known from how far employees carry out their duties according to their responsibilities. Therefore, to achieve organizational goals, it is necessary to have a good performance. Therefore, performance is very important to be assessed and measured to motivate employees to achieve organizational goals and comply with predetermined standards of behavior to produce the desired actions and results, in the opinion of Sudaryanto (2011).

The performance of the employees themselves greatly influences the success of an organization. Therefore, every organization is always trying to improve the performance of employees to achieve goals. However, performance is still a problem that is always faced by management, so management needs to know the factors that affect team member performance. For example, one measure of team member performance is intellectual ability, which is supported by the ability to master, manage oneself, and foster relationships with others (Martin, 2000).

Companies must make efforts to empower human resources to improve the performance of each, and of course, the company's performance will also increase. One of them is applying organizational citizenship behavior, rewards and punishments. Organizational Citizenship

Behavior (OCB) is an attitude that many organizations expect their employees to have. OCB benefits organizations that cannot be grown based on formal role obligations, contracts, or compensation. However, if we look further, OCB is a factor that contributes to the results of the work of the organization as a whole. Several researchers have conducted research, including Hidayat et al. (2017), which concluded that OCB does not influence performance. Meanwhile, Fitriastuti's (2013) research showed that OCB has a significant positive effect on team member performance. In addition, team member recognition has a significantly positive effect on task performance and OCB (Yang et al., 2022).

Reward and punishment are two words that are opposites, but the two things are interrelated. Both have a role in spurring employees to improve the quality of work and be more responsible for the tasks given. The provision of rewards and punishments must be carried out by the company properly and fairly to employees. Companies cannot give rewards and punishments based solely on whether they like it. The provision of unfair rewards and punishments will cause social jealousy between employees. It will trigger negative work relationships and, of course, impact team member performance. Rewards can be something tangible or intangible that an organization gives to employees intentionally or unintentionally in exchange for potential employees or contributions to good work. Employees who apply positive values to fulfill certain needs. Punishment & reward working variables are in the form of indicators as follows: (a) Warning, (b) working termination, (c) getting no bonus, and (d) not being able to get a promotion. The rewards indicators are (a) appreciation, (b) promotion, and (c) Funding (Kurniawan et al.) (see also Yulianti et al., 2020)

The reward is an effort to cultivate a feeling of acceptance (recognition) in the work environment, which touches on aspects of compensation and the relationship between one worker and another (Nawawi, 2005). The reward is a reward given for good deeds/things that have been done. A study conducted by Tahupiah et al. (2019) showed that partial rewards did not affect team member performance. In contrast to the results of research conducted by Septiawan (2019), there is a positive and significant influence of Rewards on Employee Performance.

Punishment is a threat of punishment that aims to improve the performance of violator employees, maintain applicable regulations and provide lessons to violators (Mangkunegara, 2015). Punishment is related to the process in all organizational activities or plays a role in the learning process; to support organizational goals, it is necessary to understand what punishment is. In this case, a penalty is given when unexpected behavior is displayed by the person concerned or the person concerned does not respond or does not display the expected behavior.

According to experts, some of the definitions of punishment are as follows; according to Siagian (2006), punishment is a struggle in which a person who is aware and deliberately drops Karmapa on others to improve or protect himself from physical-spiritual weaknesses to avoid all kinds of violations. The results of research conducted by Suryadilaga et al. (2016); Tangkuman, Tewal, and Trang (2015) found that punishment has a positive and significant effect on team member performance. However, in contrast to the results of research conducted by Suak et al. (2017), punishment has a positive but not significant effect on team member performance. This research took the object of the Cahaya Sentosa Cooperative in Purwodadi, Grobogan Regency.

The selection of research objects is based on lack of work performance, laziness to work, and low team member discipline, causing a decrease in team member performance in the company, which can negatively impact the company. This is not solely due to the employees themselves. However, it is necessary to pay attention to how the team member's working conditions meet the company's work demands and its regulations to create such conditions. Creating high-quality performance of employees can also be influenced by the company's actions in meeting the needs and desires of employees. The company must meet several things to

achieve high-quality team member performance, including how to apply rewards and punishments.

2. Literature Review And Hypotheses Development
a. Literature Review

1. Organizational Citizenship Behavior

   Organizational citizenship behavior (OCB), defined as employees performing different roles voluntarily, has special importance in the study of organizational sustainability (Kim et al., 2020). OCB is an individual contribution that exceeds the demands of a role in the workplace. This OCB involves several behaviors, including helping others, volunteering for extra tasks, and complying with rules and procedures in the workplace. OCB is a term used to identify behaviors carried out by employees outside of their main duties, but these behaviors are desirable and useful for the organization (Neami & Shokrkon, 2004). OCB as an outcome variable besides task performance to further enrich the gaps in relevant literature by examining how recognition practices (non-financial incentives) provided by superiors influence employees of their in-role and extra-role outcomes, which are task performance and OCB (Yang et al., 2022)

2. Reward

   According to Nicholas and Shadily (2015: 485), the word reward comes from the English language, which means reward or reward. Meanwhile, according to Mangkunegara (2014:89), a reward is something we give to someone because he did something. Something is natural as an appreciation, expression of our gratitude and concern. Sutrisno (2009) argues that rewards or awards are recompenses given by companies to employees based on sacrifices of time, energy, and thoughts (Sumadi, and Santoso, 2022).

3. Punishment

   According to Nicholas and Shadily (2015: 486), the word punishment comes from the English language, which means punishment, sanction, or torture. Meanwhile, according to Purwanto (2016: 186), punishment is suffering that is given or caused intentionally by someone after a crime or mistake occurs. Therefore, punishment is an unpleasant act in the form of suffering given to a person consciously and intentionally, thus causing awareness in one's heart not to repeat his mistakes.

4. Team member Performance

   According to Mangkunegara (2014:80), performance results from a person during a certain period in carrying out tasks, such as standards of work results, targets or goals, or criteria determined in advance have been mutually agreed upon. Meanwhile, according to Hasibuan (2002: 84), performance results from a person's achievement in performing tasks based on skills, experience, and time. Based on these quotations, it can be concluded that performance is the ability of employees to complete the tasks given appropriately, including quantity and quality.

b. Hypothesis

1. The Relationship between Organizational Citizenship Behavior and team member performance

   Previous research by Chiang and Hsieh (2012) and Sani (2013) has shown a positive correlation between OCB and team member performance. The research aligns with

Fitriastuti's (2013) research that OCB significantly affects performance. Based on the description above, the following hypothesis can be proposed:

H1: There is a positive and significant influence of organizational citizenship behavior on team member performance

2. The relationship of reward to team member performance

   Research conducted by Hidayat et al. (2017) showed that rewards had a positive and significant effect on performance in his research. Based on the description above, the following hypothesis can be proposed:

   H2: There is a positive and significant effect of reward on team member performance

3. Punishment's relationship with team member performance

   Research conducted by Suryadilaga et al. (2016) and Septiawan (2019) showed that punishment significantly affects performance.

   Based on the description above, the following hypothesis can be proposed:

   H3: There is a positive and significant effect on team member performance

4. The relationship of rewards is most dominant with team member performance

   Research conducted by Septiawan (2019) where rewards have a positive and dominant effect on team member performance.

   Based on the description above, the following hypothesis can be proposed:

   H4: Reward has the most dominant effect on team member performance

3. Research Method

The type of research used is explanatory research using a quantitative approach with survey research methods to examine certain populations or samples, data collection using research instruments, and quantitative or statistical data analysis to test predetermined hypotheses (Sukandarrumidi, 2006: 105).

A population is a composite of all the elements that make up events, things, or people that make up similar characteristics that are the center of attention of the researcher because it is seen as a research universe (Ferdinand, 2006).

The population in this study was all employees of the Cahaya Sentosa Cooperative in Purwodadi, which amounted to 101 people. In this study, researchers will use non-probability sampling techniques. The sampling technique used in this study is a characteristic sample where the sample was taken here is the whole number of the population (Sugiyono, 2010: 112), with the sampling criteria being only permanent employees who are in the position of the bottom team member, do not serve as the leader of the company, and are willing to fill out a questionnaire totaling 101 respondents.

Data analysis method

The hypothesis testing of this study uses multiple regression testing models with the help of SPSS software version 21.00. This research was conducted using (1) Instrument Test (Validity Test and Reliability Test), (2) Classical Assumption Test (Normality Test, Multicollinearity Test, and Heteroscedasticity Test), (3) Hypothesis Test (Multiple Linear Regression Analysis, t-Test, Test F and R2 test).

Validity Test Results

The results of the validity test can be seen in the following table:

Table 1. Validity Test Results

No.	Variable	Items	r count	r table	Ket
1	Organizational Citizenship Behavior (X1)	X1a	0,866	0,1956	Valid
		X1b	0,860	0,1956	Valid
		X1c	0,812	0,1956	Valid
		X1d	0,757	0,1956	Valid
		X1e	0,766	0,1956	Valid
2	Reward (X2)	X2a	0,862	0,1956	Valid
		X2b	0,816	0,1956	Valid
		X2c	0,845	0,1956	Valid
		X2d	0,888	0,1956	Valid
		X2e	0,789	0,1956	Valid
3	Punishment (X3)	X3a	0,830	0,1956	Valid
		X3b	0,809	0,1956	Valid
		X3c	0,800	0,1956	Valid
		X3d	0,911	0,1956	Valid
		X3e	0,911	0,1956	Valid
4	Employee Performance (Y)	Y1	0,806	0,1956	Valid
		Y2	0,785	0,1956	Valid
		Y3	0,845	0,1956	Valid
		Y4	0,807	0,1956	Valid
		Y5	0,887	0,1956	Valid

Source: Processed Primary Data, 2021

The r-value of the table can be obtained in the statistical table of 0.1956 with a significant degree of 5% (0.05). Therefore, table 1 shows that all instruments of *the variables organizational citizenship behavior, reward, punishment,* and team member performance are valid to be used as instruments or statements to measure the variables studied.

Reliability Testing
The results of the reliability test can be seen in the table below:

Table 2. Reliability Testing

| Variable	Cronbach's Alpha	r table
Organizational Citizenship Behavior (X1)	0,868	0,6
Reward (X2)	0,895	0,6
Punishment (X3)	0,906	0,6
Employee Performance (Y)	0,883	0,6

Source: Processed Primary Data, 2021

Table 2 of the reliability test results shows that the cronbach alpha values *of the variables organizational citizenship behavior* (0.868 > 0.6), reward (0.895 > 0.6), *punishment* (0.906 > 0.6) and employee performance (0.883 > 0.6) i.e. each variable test result gets a value of > 0.6 so that each variable is declared reliable.

Classical Assumption Test

This test is also intended to ensure no multicollinearity and heteroskedasticity in the regression model used, and the resulting data is normally distributed (Ghozali, 2006 in Kusumadilaga, 2010).

Normality Test

The following is a picture of the results of the Probability-Plot test using SPSS24:
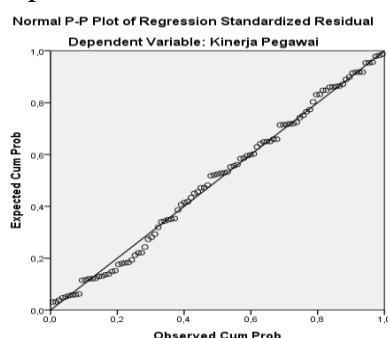
Normality Test

Based on the normality test results using SPSS, the spread value of the points follows its diagonal line to conclude that the data tested are normally distributed.

Multicollinearity Test

Good research if there are no symptoms of multicollinearity. The results of the multicollinearity test can be shown in the following table:

Table 3
Multicolinieity Test

Variable	Tolerance	VIF
Organizational Citizenship Behavior (X1)	0,985	1,015
Reward (X2)	0,185	5,395
Punishment (X3)	0,186	5,372

Source: Primary Data processed, 2021

Table 4 shows that the results of the multicollinearity test show that the Tolerance values of all independent variables (*organizational citizenship behavior* 0.985 > 0.10, *reward* 0.185 > 0.10, *punishment* 0.186 > 0.10) the three tolerance values of independent variables are greater than 0.10 and the VIF values of all independent variables (*organizational citizenship behavior* 1.015 < 10.0, *reward* 5.395 < 10.0, 5.372 < 10.0) the three VIF values of independent variables are smaller than 10.0 which means that for the three independent variables no symptoms of multicollinearity occur.

Heteroscedasticity Test

The results of the heteroscedasticity test can be seen from the Scatterplot image generated from the output of the SPSS version 24 program.
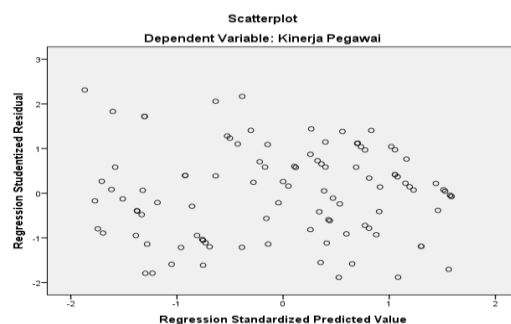
Source: Appendix SPSS (2021)
Figure 4.3
Heteroscedasticity Test

Figure 4.3 the results of the heteroskedasticity test show that the data points that spread above and below or around the number 0 do not form a certain pattern (wavy, widened, then narrowed), then heteroskedasticity does not occur.

3. Result
Model Determination Test
Test F

The results of the research test can be explained by the results of the regression analysis below:

Table 4 F Test

Type		F	Sig.
1	Regression	125,481	,000[b]
	Residual		
	Total		
a. Dependent Variable: Employee Performance			
b. Predictors: (Constant), *Organizational Citizenship Behavior, Reward,* and *punishment*			

Source: Processed Primary Data, 2021

Table 4 produces a F_{count} of 125,481; this value is greater than the F_{table} which is 2.70 with a significance of 0.000 < 0.05, indicating that organizational citizenship behavior, reward, and punishment significantly affect the Performance of Cahaya Sentosa Purwodadi employees.

Coefficient of Determination

The coefficient of determination of the calculation results can be seen in the table below:

Table 5 Model Summary

Model Summary			
Type	R	R Square	Adjusted R Square
1	,892[a]	,795	,789
a. Predictors: (Constant), *Organizational Citizenship Behavior, Reward,* and *punishment*			

Source: Processed Primary Data, 2021

The coefficient of determination is used to see how much % of the variation in the dependent variable, namely team member performance (Y), can be explained by the variation of the independent variable, namely *organizational citizenship behavior* (X1), *reward* (X2) and *punishment* (X3).

Table 6 above the Adjusted R Square value explains that independent variables (*organizational citizenship behavior, reward,* and *punishment*) can explain the dependent variable (team member performance) is 0.789 or 78.9 %, so there are other variables outside the model that can affect team member performance (Y) by 0.211 or 21.1 %.

Multiple Linear Regression Test

This analysis is used to calculate the magnitude of the influence of the independent variable on the dependent variable. The analysis technique used in this study is multiple linear regression analysis; here are the results:

Table 6 Coefficients^a Table

Coefficients		Standardized Coefficients
	Type	Beta
1	(Constant)	4,188
	Organizational Citizenship Behavior	0,041
	Reward	0,409
	Punishment	0,506
a. Dependent Variable: Employee Performance		

Source: Processed Primary Data, 2021

a) **Regression Line Equation**

The equation of multiple linear regression lines in this study can be described as follows: **Y = 4.188+0.041X1X1+ 0.409X2+0.506X3**

In the equation, it can be explained that the value of the constant is 4.188 and the value of the regression coefficient of the *variable organizational citizenship behavior* (b1) = 0.041, the value of the regression coefficient of the *variable reward* (b2) = +0.409, and the regression coefficient of the *punishment* (b3) = +0.506 means that the effect of *punishment* on the performance of employees is greater than that of *organizational citizenship behavior* and *rewards*. Therefore, the *organizational citizenship behavior* variable has the lowest effect on team member performance. The other three variables have a positive effect (+) on the performance of employees. This means that when *organizational citizenship behavior* (X$_1$), *reward* (X$_2$), and *punishment* (X$_3$) are good, the performance of employees increases.

b) T test

Table 7 Test t table

Coefficients^a			
Type		t	Sig.
1	(Constant)	3,322	,001
	Organizational Citizenship Behavior	-,883	,380
	Reward	3,834	,000
	Punishment	4,749	,000
a. Dependent Variable: Employee Performance			

Source: Processed Primary Data, 2021

Table 7 Testing through the t-test by comparing the $_{calculated}$ t with $_{the\ table}$, a significant degree of 0.05. The t-test has a significant effect if the calculation result of $t_{counts} > t_{table}$ or its significant value < 5% (0.05). The t value of t_{table} can be seen in the statistical table with significance 0.05 ($\alpha/2$; n-k-1 = 0.05/2; 101-3-1 = 0.025; 97), from t t_{table} obtained 1.98472. The results of the t-test data that have been processed from each variable are as follows:

1) Hypothesis Testing 1

Table 7 above shows that the *significance* value *of the variable organizational citizenship behavior* is 0.380 > 0.05 or $t_{count} < t_{table,}$ -0.883 < 1.98472, so it can be said that *organizational citizenship behavior* has no significant effect on team member performance. Thus the statement of hypothesis 1 of the study, which states, "There is a positive and significant influence of *organizational citizenship behavior* on team member performance, "**Hypothesis 1 was rejected.**

2) Hypothesis Testing 2

Table 7 above shows that the *significance* value of *the reward* variable is 0.000 < 0.05 or $t_{count} > t_{table}$ which is 3.834 > 1.98472, so it can be said that *the reward* has a significant effect on team member's performance. So that the statement of hypothesis 2 of the study, which states, "There is a positive and significant effect of *reward* on team member performance," **Hypothesis 2 is accepted.**

3) Hypothesis Testing 3

Table 7 above shows that the *significance* value of *the punishment* variable is 0.000 < 0.05 or $t_{count} > t_{table}$ which is 4.749 > 1.98472, so it can be said that *punishment* has a significant effect on team member performance. Thus the statement of hypothesis 3 of the study states, "There is a positive and significant influence on team member performance," **Hypothesis 3 is accepted.**

4) Hypothesis Testing 4

Table 7 above shows that the regression value *of the organizational citizenship behavior* variable is -0.041 or 04.1%, the *reward* is 0.409 or 40.9%, while *punishment* is 0.506 or 50.6%, so it can be said that *punishment* is the variable that most predominantly affects team member performance. Thus the statement of hypothesis 4 of the study, which states, "There is a dominant effect of *reward* on team member performance, "**Hypothesis 4 is rejected.**

4. CONCLUSION

Based on the results of the analysis and discussion in this study to determine the influence of *organizational citizenship behavior*, *reward,* and *punishment* on the performance of employees of the Cahaya Sentosa Cooperative in Purwodadi, the following conclusions can be drawn:

1. *Organizational citizenship behavior* has no significant effect on the performance of employees
2. *Rewards* have a significant effect on the performance of employees
3. *Punishment* has a significant effect on the performance of employees
4. *Punishment* has the most dominant effect on the performance

In line with the results of this study, the suggestions that can be given in this study are as follows:

1. For the Cahaya Sentosa Cooperative managers, it is to increase rewards and pay attention to *punishment to improve team member performance*.
2. For members of the Cahaya Sentosa Cooperative to further increase their participation in businesses and transactions and actively participate in activities organized by the Cahaya Sentosa Cooperative to further enlarge their role in developing the Cahaya Sentosa Cooperative.
3. There is a need for further research on different problems and methods and a broader and in-depth study for other researchers.

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