



The Effect of Rewarding on Employee Performance at Hotel Pullman Bali Legian Beach

Ni Putu Kenza Anjelika Louisa Putri^{1*}, Irene Hanna H. Sihombing², dan Ni Luh Ketut Sri Sulistyawati³

Politeknik Pariwisata Bali

Corresponding Author: Ni Putu Kenza Anjelika Louisa Putri

career.kenzaanjelika@gmail.com

ARTICLE INFO

Keywords: Employee Performance, Reward, Hotel

Received : 01, October

Revised : 18, November

Accepted: 29, December

©2025 Putri, Sihombing, Sulistyawati

: This is an open-access article distributed under the terms of the

[Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The hospitality industry demands employees to provide the best service as a form of corporate image to guests. This study aims to determine the effect of rewarding (X) on employee performance (Y) at the Pullman Bali Legian Beach Hotel. The method used is a quantitative approach with an associative descriptive design. The sample in this study amounted to 69 employees from various departments, who were selected using stratified random sampling techniques. Data collection was carried out through a structured questionnaire and analyzed using simple linear regression. The results showed that the giving of rewards (X) had a positive and significant effect on employee performance (Y), with a significance value of 0.000 (< 0.05) and an influence contribution of 66.2%. This indicates that both financial and non-financial rewards can enhance all performance dimensions such as namely quantity and quality of work, punctuality, efficiency, initiative, and teamwork. Based on these results, it is recommended that hotel management reinforce the reward system as a strategic effort to boost employee performance.

INTRODUCTION

Business competition in Bali's tourism industry continues to intensify, particularly in the hospitality sector, which plays a crucial role in driving the region's economic growth. Five-star hotels like Pullman Bali Legian Beach are challenged to maintain high service standards while enhancing employee performance in order to stay competitive in a fast-changing market. Human resources are a company's most valuable asset, directly influencing its ability to achieve business goals (Astawa et al., 2024). Strong employee performance contributes positively to overall organizational success, whereas poor performance can hinder progress (Rustandi & Rukhviyanti, 2020). Common issues linked to underperformance include low achievement, poor discipline, and reduced productivity (Astawa et al., 2024).

The performance conditions of employees at Pullman Bali Legian Beach in recent years have shown consistent signs of decline. Based on internal data from the performance appraisal results from 2021 to 2024, the average value obtained by employees is below the company's target, even decreasing for two consecutive years. This is supported by unstructured interviews with the Assistant Talent & Culture Manager, who noted a rise in guest complaints, especially regarding employee attitude, service accuracy, and communication. Research by (Mellinia et al., 2024) shows that effective guest complaint management has a significant effect on hotel reputation, with the dimensions of responsiveness and empathy as the main factors. In addition, job training in handling guest complaints in the front office has been proven to increase employee confidence and performance in dealing with complaints (Mellinia et al., 2024); (N. Wulandari & Sadjuni, 2024).

As part of its management strategy, the hotel regularly implements a structured reward system for employees. According to the Assistant Talent & Culture Manager, rewards are a motivating factor that encourages staff to perform better in their roles. These rewards can take both financial and non-financial forms (Ramadhani et al., 2023). (Wungow et al., 2023) define rewards as recognition or compensation given by organizations in appreciation of employees' contributions, including incentives, promotions, recognition, and benefits, all aimed at encouraging optimal performance. At Pullman Bali Legian Beach, these are given in various categories, such as monthly top performers or department-specific achievements.

However, despite the consistent application of this reward system, employee performance has yet to show significant improvement. Research findings on this issue are mixed. While (Akbar et al., 2020) found a strong and significant correlation between rewards and performance, with a coefficient of 0.774 and an R^2 of 59.9%, other studies such as those by (Dewi et al., 2022) and (Wungow et al., 2023) reported a positive but statistically insignificant impact. These inconsistencies suggest that the effectiveness of rewards may depend not just on how often or in what form they are given, but also on factors such as employee perceptions, perceived fairness, leadership style, and organizational culture.

Although Pullman Bali Legian Beach has implemented a reward program in a structured manner, the fact that performance targets remain unmet suggests a disconnect between management's expectations and actual employee outcomes. This condition highlights the possibility that current reward initiatives may not effectively enhance employee performance or may fail to address what employees genuinely value and need. In line with this, varied results from previous studies also suggest that the effectiveness of rewards can differ depending on organizational context, employee perception, and other underlying factors.

Based on this, this study was conducted to examine in more depth how the effect of rewarding on employee performance at Pullman Bali Legian Beach, with the hope of providing input for improving managerial policies to have a more optimal impact on employee performance.

LITERATURE REVIEW

Human Resources

Human resources are one of the key elements in the success of an organization. According to (Dessler, 2017), Human Resource Management is the process of obtaining, training, assessing, and compensating employees, as well as handling labor relations, health, safety, and matters related to justice. Innovative and disciplined employees are capable of generating creative solutions and supporting the achievement of organizational goals (Febyani et al., 2023); (Novarini & Imbayani, 2019). As one of the organization's most valuable assets, human resources directly influence performance outcomes. Several factors can impact how effectively an organization reaches high-quality employee performance (Gunawan et al., 2023). When human resources align with job requirements, they can significantly improve work effectiveness, which in turn enhances employee and organizational performance. Improving the quality of human resources is therefore essential for increasing the efficiency and effectiveness of work execution (Lubis et al., 2019).

From these perspectives, human resources encompass all individuals involved in planning, executing, and managing organizational functions, contributing directly to goal achievement through their performance.

Employee Performance

Employee performance refers to the achievements accomplished by employees in fulfilling their duties to help the company reach its objectives (Pradhan & Jena, 2017). It can also be defined as the output of work, both in terms of quality and quantity, in accordance with assigned responsibilities (Daulay et al., 2019). Based on these definitions, employee performance represents the extent to which employees successfully carry out their responsibilities within a given period.

Several factors can influence performance, including internal conditions, external pressures, and the overall work environment. When employee performance is strong, organizational targets are easier to meet. On the other hand, poor performance can hinder the achievement of those goals (Tupti et al.,

2022). (Kasa et al., 2023) identified six key factors that affect performance: training, compensation, motivation, work environment, job stress, leadership, and administrative practices.

According to (Dessler, 2017), performance appraisal is the process of evaluating an employee's duties and responsibilities compared to predetermined standards. The assessment methods used include:

1. Rating Scales Method
2. Critical Incident Method
3. Behaviourally Anchored Rating Scales (BARS)
4. Management by Objectives (MBO)
5. 360-Degree Feedback
6. Self-Assessment

In this study, employee performance is assessed based on dimensions and indicators proposed by (Hakimah et al., 2024), which include:

1. Work Quantity, is the number of tasks completed according to the target and consistently.
2. Work Quality, consisting of low error rate, results according to SOPs, and satisfaction of superiors/clients.
3. Punctuality, with indicators of task completion according to deadlines, time discipline.
4. Work Efficiency, consists of optimal resource utilization, maximum results with minimal inputs.
5. Initiative, is the ability to act proactively and creatively without command, and
6. Cooperation, with indicators of communication and contribution within the team, supports the organization's goals

Reward

Rewards are organizational rewards to employees according to their contributions, skills, and competencies (Pratheepkanth, 2011). (Rustandi & Rukhviyanti, 2020) refer to rewards as business appreciation that includes fostering a workforce to be effective and efficient. (Shields, 2016 in Suak et al., 2017) states that rewards can be in the form of real or intangible forms given by the organization, intentionally or not, for the contribution or positive value of employees. (Niguse & Getachew, 2019) added that consistent rewards, including direct praise from their bosses, are able to increase employees' awareness of their performance.

Based on this definition, rewards can be defined as a form of financial or non-financial reward in recognition of the employee's positive work or attitude, which, if given fairly and consistently, has an impact on future performance.

Rewards can be further analyzed through several main dimensions that are the indicators that make up them. The dimensions and reward indicators are as follows:

1. Financial

It is a reward given in the form of money or direct economic benefits, such as basic salary, performance incentives, and benefits. This dimension is real and immediately felt by employees as compensation for the work done.

2. Non-Financial

It is a form of appreciation that does not involve money, but still has a positive impact on work motivation. Examples include recognition of achievements, career development opportunities, job satisfaction, and empowerment in decision-making.

Conceptual Framework

This research explores the influence of rewards on employee performance, where rewards act as the independent variable and employee performance serves as the dependent variable. Rewards are considered an essential aspect of human resource management because they can influence employee behavior, boost morale, and strengthen commitment to the organization. A well-designed reward system not only recognizes performance achievements but also creates a work environment that supports motivation and productivity.

Both financial incentives like salaries and benefits, and non-financial rewards such as acknowledgment and chances for personal growth, are believed to boost employee motivation, increase job satisfaction, and strengthen organizational loyalty. These elements are important drivers that contribute to achieving optimal performance. In hospitality organizations like Hotel Pullman Bali Legian Beach, rewards are viewed as a strategic approach to retain talented employees and encourage them to deliver exceptional service to guests.

Based on this framework, the hypothesis of this study is formulated as follows:

H1: Rewards have a positive and significant effect on employee performance at Hotel Pullman Bali Legian Beach



Figure 1. Conceptual Framework

METHODOLOGY

The research focused on employee performance as the main object of study, analyzed in relation to the influence of rewards as the independent variable. The study was conducted at Pullman Bali Legian Beach Hotel, located at Jalan Melasti No.1, Kuta, Bali 80361, Indonesia. It took place over a period of approximately four months, from February to June 2025, to gather in-depth and representative data.

The population in this study includes all permanent employees of Hotel Pullman Bali Legian Beach which totals 224 people. In order to determine the number of samples to be studied, the Slovin formula was used with an error rate of 10%, so that a total sample of 69 people was obtained. Sampling was carried out using a stratified random sampling technique, which involved dividing the population into several homogeneous strata based on

departmental divisions. From each department, participants were selected proportionally to ensure fair representation using the proportional stratified random sampling method.

The type of data used in this study is quantitative data obtained through the distribution of questionnaires. The data was primary, collected directly from respondents in the field using a closed-ended questionnaire with a five-point Likert scale, from "Strongly Disagree" (1) to "Strongly Agree" (5). As a complement, interviews are also used to dig deeper qualitative information. Instrument tests are carried out to ensure the validity and reliability of the data; validity is tested to determine the extent to which the instrument can measure the intended variable, while reliability is tested using Cronbach's Alpha method, with a value of ≥ 0.6 as the reliability limit.

In the data analysis process, a classical assumption test is first carried out which includes normality and heteroscedasticity tests to ensure that the regression model used is statistically valid. Furthermore, the data was analyzed using simple linear regression to determine the influence of reward variables on employee performance, with the regression equation $Y = a + bX$, where Y is a dependent variable (employee performance) and X is an independent variable (reward). The t-test is used to test the significance of the influence of the free variable on the bound variable. Finally, the determination coefficient ($R^2 \times 100\%$) was analyzed to measure how much the reward variable contributes in explaining the variation in employee performance.

RESEARCH RESULTS

Instrument Quality Test

Validity Test

Table 1. Validity Test Results

Variable	Item	r_{hitung}	Validity Status
Reward (X)	X1	0.698	Valid
	X2	0.425	Valid
	X3	0.588	Valid
	X4	0.655	Valid
	X5	0.701	Valid
	X6	0.654	Valid
	X7	0.320	Valid
Employee Performance (Y)	Y1	0.580	Valid
	Y2	0.443	Valid
	Y3	0.554	Valid
	Y4	0.392	Valid
	Y5	0.495	Valid
	Y6	0.591	Valid
	Y7	0.578	Valid
	Y8	0.527	Valid
	Y9	0.651	Valid
	Y10	0.644	Valid
	Y11	0.559	Valid

Variable	Item	r_{hitung}	Validity Status
	Y12	0.653	Valid
	Y13	0.545	Valid
	Y14	0.626	Valid
	Y15	0.390	Valid
	Y16	0.597	Valid
	Y17	0.370	Valid

Based on Table 1, the results of the validity test show that the smallest coefficient value obtained from a variable indicator is 0.320. The largest coefficient value is 0.701. All 24 statements used as indicators of the independent and dependent variables are considered valid, as each shows a coefficient above the threshold of 0.1997 (Pratiwi, 2017). This indicates that the questionnaire used in the study is effective in measuring what it is intended to measure, and that each item accurately represents the construct being assessed.

Reliability Test

Table 2. Reliability Test Results

Variable	Total Items	Cronbach's Alpha	Reliability Status
Reward (X)	7	0.674	Reliable
Employee Performance (Y)	17	0.850	Reliable

Based on Table 2, the items related to the Reward and Employee Performance variables show average Cronbach's alpha values of 0.674 and 0.850, respectively. Since both values exceed the minimum threshold of 0.60, it can be concluded that all statements for each research variable fulfill the criteria for data reliability. This indicates that the instruments used consistently produce accurate results in measuring both Reward and Employee Performance, even when applied at different times and under varying conditions.

Descriptive Analysis Results

Characteristics of Respondents by Gender

Table 3. Respondent Gender

No.	Gender	Respondents	
		Number(People)	Percentage(%)
1	Male	45	65.2
2	Female	24	34.8
	Total	69	100

Table 3 shows that the respondents consist of both male and female employees. Male respondents dominate the sample, totaling 45 individuals (65.2%), while female respondents account for 24 individuals (34.8%). This indicates that the study participants are predominantly male. According to (E. Wulandari, 2022), gender does not significantly influence reward acceptance. However, gender may shape work style and preferences for certain types of rewards. In the hospitality sector, male employees are often assigned to more physically demanding roles, making performance-based rewards a more prominent factor in driving their performance (Putri, 2021).

Characteristics of Respondents by Last Education

Table 4. Last Education

No.	Last Education	Respondent	
		Number(People)	Percentage(%)
1	Senior High School	10	14.5
2	Vocation High School	15	21.7
3	D1	20	29.0
4	D2	6	8.7
5	D3	7	10.1
6	D4	2	2.9
7	S1	8	11.6
8	S2	1	1.4
	Total	69	100

Table 4 shows that most respondents hold a Diploma 1 (D1) degree, totaling 20 individuals (29%). This is followed by vocational school graduates (21.7%), high school graduates (14.5%), bachelor's degree holders (11.6%), Diploma 3 (10.15%), Diploma 2 (8.7%), Diploma 4 (2.9%), and master's degree holders (1.4%). In general, higher levels of education contribute to a better understanding of company systems and procedures, which can positively influence employee performance. According to Rahmawati (2020), education is positively associated with an employee's ability to adapt to competency-based rewards and benefit from advanced training programs.

Characteristics of Respondents by Age

Table 5. Respondent Age

No.	Age	Respondent	
		Number(People)	Percentage(%)
1	< 21 Years	2	2.9
2	21 - 30 Years	19	27.5
3	31 - 40 Years	36	52.2
4	> 40 Years	12	17.4
	Total	69	100

Table 5 shows that most respondents are in the 31–40 age range, totaling 36 people (52.2%). This is followed by those aged 21–30 (27.5%), over 40 (17.4%), and under 21 (2.9%). This age group is generally considered productive, with better work maturity, emotional stability, and clearer career orientation, which supports a positive response toward rewards (Setiawan, 2023). Furthermore, individuals in this range also tend to be more sensitive to fairness in how rewards are given (Irene, 2024).

Characteristics of Respondents based on Tenure

Table 6. Tenure

No.	Tenure	Respondents	
		Number(People)	Percentage(%)
1	1 - 5 Years	26	37.7
2	6 - 10 Years	12	17.4
3	> 10 Years	31	44.9
	Total	69	100

Table 6 shows that the majority of respondents have worked for more than 10 years (44.9%), followed by 1–5 years (37.7%), and 6–10 years (17.4%). Longer tenure generally reflects loyalty and accumulated experience, which can support better performance. (Sihombing, 2025) emphasizes that employees with over 10 years of service deserve proportional rewards for their sustained contributions. (Irene, 2024) also notes that experience contributes to greater performance stability. However, Novita (2021) cautions that long tenure alone does not guarantee high performance without adequate motivation and ongoing training.

Questionnaire Results Recapitulation

Descriptive statistical analysis was conducted to explain the condition of each research variable by calculating the average (mean) score of respondents' responses to each statement item. These scores were then categorized into five levels of assessment, as outlined by (Husein, 2011), namely:

1. 1.00 - 1.80 = Very Bad
2. 1.81 - 2.60 = Bad
3. 2.61 - 3.40 = Fair
4. 3.41 - 4.20 = Good
5. 4.21 - 5.00 = Excellent

Table 7. Respondents' Answers based on Reward

Indicator Item Code	Average Score	Category
X.1	3.45	Good
X.2	4.07	Good
X.3	4.00	Good
X.4	3.90	Good

X.5	3.46	Good
X.6	3.87	Good
X.7	3.43	Good
Mean	3.74	Good

Table 7 indicates that the average score for the Reward variable (X) is 3.74, placing it in the 'Good' category (interval 3.41–4.20). This suggests that the reward system at Pullman Bali Legian Beach Hotel is generally perceived as effective in encouraging employee performance through performance-based incentives. However, the system has not reached optimal effectiveness, as the level of work autonomy remains relatively low. Therefore, it is recommended that management not only maintain the current incentive mechanisms, but also provide employees with greater autonomy in decision-making processes.

Among the seven statement items, the highest average score (4.07) appears in Statement 2: "I receive additional incentives based on individual or team performance." Meanwhile, the lowest average score (3.43) is found in Statement 7: "I have the opportunity to make decisions and regulate my own way of working."

Table 8. Respondents' Answers based on Employee Performance

Indicator Item Code	Average Score	Category
Y.1	2.68	Fair
Y.2	2.09	Bad
Y.3	2.03	Bad
Y.4	2.72	Fair
Y.5	2.06	Bad
Y.6	2.61	Fair
Y.7	2.06	Bad
Y.8	2.75	Fair
Y.9	2.59	Bad
Y.10	2.67	Fair
Y.11	2.68	Fair
Y.12	2.65	Fair
Y.13	2.64	Fair
Y.14	2.67	Fair
Y.15	2.55	Bad
Y.16	2.65	Fair
Y.17	2.57	Bad
Mean	2.51	Bad

Table 8 shows that the average score for the Employee Performance variable (Y) is 2.51, which falls into the bad category (interval 1.81–2.60). Although the discipline aspect appears relatively strong, employees at Pullman Bali Legian Beach Hotel still face challenges related to accuracy and precision in their work. This should be a key concern for management, highlighting the need to enhance training programs, provide stronger supervisory support, and evaluate workloads to minimize errors and improve service quality.

Among the nine statements, the lowest average score is found in the third statement at 2.03: "I rarely make mistakes in carrying out my duties." Meanwhile, the highest average is found in the eighth statement at 2.75: "I am disciplined in attendance and use of work time."

Classical Assumption Test
Normality Test

Table 9. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		<i>Unstandardized Residual</i>
N		69
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	4.32192376
<i>Most Extreme Differences</i>	<i>Absolute</i>	.073
	<i>Positive</i>	.073
	<i>Negative</i>	-.042
<i>Test Statistic</i>		.073
<i>Asymp. Sig. (2-tailed)</i>		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on Table 9, it is known that the significance value of Asymp. Sig (2-tailed) of 0.200 is greater than 0.05. Therefore, according to the decision-making criteria for the Kolmogorov-Smirnov normality test, it can be concluded that the data is normally distributed. This indicates that the dataset used in this study follows a normal distribution, meaning there are no significant deviations in the values across variables. As a result, the normality assumption is met, and the data is suitable for further analysis.

Heteroscedasticity Test

Table 10. Heteroscedasticity Test Result

		Coefficients^a				
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
<i>Model</i>		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
1	(Constant)	2.577	2.521		1.022	.310
	Rewards	.034	.096	.043	.353	.725

a. Dependent Variable: ABS_RES

Based on the results in Table 10, the significance values (Sig.) for all variables are above 0.05, with Reward Award showing a value of 0.725. This

meets the requirements of the heteroskedasticity test, indicating that the data is free from heteroskedasticity symptoms.

Simple Linear Regression Analysis

Simple linear regression analysis is used to determine changes in the dependent variable (Y), namely Employee Performance, as influenced by the independent variable (X), Reward Giving (Sugiyono, 2013). The results of the analysis, conducted using SPSS version 26 for Windows, are presented in Table 11 below:

Table 11. Regression Analysis Results

		<i>Coefficients^a</i>				
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
<i>Model</i>		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
1	(Constant)	-5.815	4.268		-1.362	.178
	Rewards	1.851	.162	.813	11.445	.000

a. Dependent Variable: Kinerja Karyawan

Table 11 presents the results of a simple linear regression analysis between the variables Reward (X) and Employee Performance (Y). The analysis produced a constant value of -5.815 and a regression coefficient for variable X of 1.851. Based on these results, the regression equation can be formulated as follows:

$$Y = -5.815 + 1.851 X \dots \dots \dots (1)$$

The explanation of each component of the equation is as follows:

1. Constant (a) = -5,815

The constant represents the predicted value of Employee Performance (Y) when the Reward variable (X) is zero. In this case, a value of -5.815 suggests that in the absence of any reward, employee performance is theoretically very low or even negative. This implies that without a reward system in place, employees may experience a significant drop in motivation and productivity, potentially leading to unproductive behavior.

2. Reward Regression Coefficient (X) = 1,851

The regression coefficient of 1.851 indicates the extent to which Reward influences Employee Performance. Specifically, for every one-unit increase in Reward, assuming all other factors remain constant, Employee Performance is expected to increase by 1.851 units. This positive coefficient reflects a direct relationship between reward and performance. In other words, the more effective and structured the reward system implemented by the organization, the higher the level of employee performance. These findings align with the theory that rewards serve as a strong motivational driver in enhancing individual productivity and accountability.

Hypothesis Test (t-test)

Table 12. T-Test Results

Variable	t-value	Sig	Description
Rewards (X)	11.445	0.000	Positive and Significant

Alpha (α) 0,05

Based on the results of the t-test in Table 12, it is known that the t-value is 11.445 with a significance level (p-value) of 0.000. This value is smaller than the significance level used ($\alpha = 0.05$), and larger than the ttable of 1.668 (at the degree of freedom $df = 68$). This shows that the t-value is $>$ ttable and $p < 0.05$, which leads to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a). Thus, it can be concluded that there is a positive and significant influence between the variables of Reward Giving on Employee Performance. This implies that the greater the rewards received by employees, the better their performance levels. These findings highlight that reward systems play a crucial role in enhancing employee performance at Hotel Pullman Bali Legian Beach, with a 95% confidence level and a 5% margin of error.

Coefficient Determination Test

Table 13. Determination Coefficient Test Results

<i>Model Summary^b</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813 ^a	.662	.657	4.35406

a. Predictors: (Constant), Pemberian Reward
 b. Dependent Variable: Kinerja Karyawan

Table 13 shows that the R square value of 0.662 indicates that the independent variable, Reward, is able to explain 66.2% of the variance in the dependent variable, Employee Performance. The remaining 33.8% is influenced by other factors not included in this model. According to Ghazali (2013:95), a coefficient of determination in the range of 60%–79.9% is considered strong. Therefore, it can be concluded that Reward Giving has a strong influence on Employee Performance at Pullman Bali Legian Beach Hotel.

DISCUSSION

Discussion of Variable Reward (X)

The average score for the reward variable (X) was 3.74, which falls within the "good" category (3.41–4.20). This indicates that most employees felt they consistently received rewards, particularly performance-based incentives, which received the highest score of 4.07 on the second statement. The provision of incentives reflects an appreciation for employees' contributions, aligning

with Dessler (2017), who states that compensation is a crucial component of motivation and productivity enhancement strategies. However, the lowest score of 3.43 was recorded on the indicator related to "the opportunity to manage one's own way of working," suggesting that empowerment remains suboptimal. This is significant because, according to Ananda Lubis et al. (2019), empowerment as a non-financial reward can foster a sense of responsibility and initiative.

The findings of this study indicate that rewards at the Pullman Bali Legian Beach Hotel are predominantly financial and instructional in nature, without adequately addressing intrinsic motivational dimensions such as trust and work autonomy. This supports Ghozali's (2013) view that motivation is enhanced when rewards also meet personal and professional needs. Rustandi and Rukhviyanti (2020) further assert that rewards significantly influence professionalism and accountability, but optimal results are only achieved when accompanied by confidence in decision-making. Similarly, Fauzi et al. (2023) emphasize that top-down reward systems without employee involvement tend to yield only short-term motivational effects. Therefore, the reward system should be optimized to incorporate empowerment elements, as Kasavana and Brooks (in Dessler, 2017) have demonstrated that such an approach leads to increased job satisfaction and service quality.

Discussion of Variable Employee Performance (Y)

The average score for the Employee Performance variable (Y) was 2.51, which falls into the "bad" category based on the interval range of 1.81–2.60. This indicates that employee performance at Pullman Bali Legian Beach Hotel has not met expectations, particularly in terms of work quality and precision. The highest-scoring item was "I am disciplined in attendance and use of work time" (2.75), whereas the lowest score was for "I rarely make mistakes in carrying out tasks" (2.03). These findings suggest that although time discipline is relatively adequate, the frequency of errors remains high, potentially undermining the quality of guest service. Accuracy and task mastery remain challenging, possibly due to limited technical training, language barriers (especially in English communication), and high work pressure. According to (Mangkunegara, 2017), performance reflects work outcomes in terms of both quality and quantity relative to assigned responsibilities.

Supporting this, Vuong & Nguyen (2022) emphasize that continuous training, management empowerment, and supervisory support significantly impact employee performance. A lack of training directly affects technical competence and service quality. Meanwhile, the indicator related to initiative achieved a score of 2.65 (categorized as "fair"), aligning with Jesika Kiranda et al. (2025) who found that proactive problem-solving enhances efficiency and customer satisfaction. However, the cooperation indicator received a 2.59, placing it in the "bad" category. As noted by Hakimah et al. (2024), poor cooperation can hinder productivity and trigger interpersonal friction, ultimately reducing service effectiveness.

In summary, the weakest aspects are found in thoroughness, collaboration, and accountability for mistakes, rather than in time discipline. Therefore, it is recommended that the company enhance technical and communication training, reinforce supervisory monitoring, and foster a culture of collaboration within the workplace.

Discussion of the Impact of Reward on Employee Performance

This study shows that rewarding has a positive and significant effect on employee performance at the Pullman Bali Legian Beach Hotel, as evidenced by a simple linear regression analysis. The calculated t-value of 11.445 exceeds the t-table value of 1.668, and the significance level is $0.000 < 0.05$. These results lead to the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_a), indicating that rewards significantly contribute to improving employee performance. The regression coefficient of 1.851 implies that for every one-unit increase in the reward variable, employee performance increases by 1.851 units, assuming other factors remain constant. These findings confirm a positive and strong relationship between reward and performance. Appropriately structured and distributed rewards can serve as effective external motivators, driving employees to be more productive and responsible.

Furthermore, the coefficient of determination (R^2) value of 0.662 suggests that 66.2% of the variation in employee performance can be explained by the reward variable. The remaining 33.8% is influenced by other factors such as job training, work environment, leadership style, job satisfaction, and internal communication (Ghozali, 2013). These results align with the perspective of (Dessler, 2017), who emphasizes that rewards function not only as compensation, but also as tools of recognition and motivation. Strategically designed reward systems are capable of generating positive psychological effects, such as a heightened sense of appreciation and organizational loyalty.

This study's findings are consistent with prior research by (Novarini & Imbayani, 2019) and (Purnomo et al., 2021), who found that rewards significantly influence performance both in terms of quantity and quality. Incentives and reward systems have been shown to enhance work morale, accountability, and efficiency in task execution. However, studies by (Wungow et al., 2023) and (Dewi et al., 2022) caution that rewards may lose their effectiveness if not administered fairly and consistently. Employee perceptions regarding fairness, frequency, and relevance of rewards are crucial in determining their motivational impact, particularly within the context of organizational culture.

In practice, the hotel has implemented various forms of rewards on a regular basis, encompassing both financial and non-financial incentives. In this case, empowerment aspects such as trust in decision-making or freedom to regulate the way of working are still weaknesses. This is reflected in the lowest score found on the empowerment indicator of the reward variable. It suggests that formal rewards alone have not fully activated intrinsic motivation among employees. The researcher emphasizes the importance of non-material rewards such as training opportunities, career development, involvement in decision-making, and fostering trust. According to (Niguse & Getachew, 2019) a balance

between financial and non-financial rewards fosters more sustainable long-term motivation. (Shields, 2016 in Suak et al., 2017), also argues that the effectiveness of rewards depends heavily on the principles of fairness, consistency, and proportionality relative to one's contributions. Rewards perceived as unfair may actually diminish motivation and organizational commitment.

In conclusion, the reward system implemented at the Pullman Bali Legian Beach Hotel has positively influenced employee performance. Nevertheless, further improvements are necessary in the areas of non-financial rewards and employee empowerment to ensure the reward system yields a more comprehensive and sustainable impact on overall organizational performance.

CONCLUSIONS AND RECOMMENDATIONS

The results of this study indicate that rewards have a positive and significant effect on employee performance at the Pullman Bali Legian Beach Hotel. This is evidenced by the simple linear regression test, where the T-count value of 11.445 exceeds the T-table value of 1.668, and the regression coefficient is 1.851. This suggests that improvements in the reward system are likely to lead to better employee performance. Furthermore, the coefficient of determination (R^2) of 66.2% demonstrates that the reward variable makes a strong contribution to performance, while the remaining 33.8% is influenced by other factors not examined in this study.

Based on these findings, it is also suggested that management needs to increase employee empowerment by providing greater autonomy and involving staff in decision-making processes. To address suboptimal performance, efforts should also focus on soft skills development, task proficiency, and communication training. Additionally, employees should be encouraged to take initiative, collaborate effectively, and foster a culture of open communication.

ADVANCED RESEARCH

This study only focused on one independent variable. Therefore, the next study is expected to add other variables such as motivation or job satisfaction, as well as expand the research object to different industries to make the results more general. In addition, a qualitative approach can also be used to dig deeper into employee views.

ACKNOWLEDGMENT

The author sincerely thanks all parties who supported the completion of this research. Special appreciation is extended to the supervisor for valuable guidance and advice, and to the management and staff of The Edge Hotel for granting permission and providing the time and information necessary for data collection. The author also gratefully acknowledges the support and input from colleagues throughout the research process.

REFERENCES

- Akbar, I. R., Prasetyani, D., & Nariah, N. (2020). Pengaruh Motivasi Terhadap Kinerja Karyawan Pada Pt. Unggul Abadi Di Jakarta. *Jurnal Ekonomi Efektif*, 3(1). <https://doi.org/https://doi.org/10.32493/JEE.v3i1.7317>
- Astawa, I. K., Suardani, A. A. P., & Armoni, N. L. E. (2024). Employee Performance and Retention: The Role of Supervisor Support and Work Motivation at Five Star Hotels in Bali. *Jurnal Bali Membangun Bali*, 5(1), 79–102. <https://doi.org/https://doi.org/10.51172/jbmb.v5i1.338>
- Dessler, G. (2017). Human Resource Management. In *Pearson Education Limited*.
- Dewi, N. M. L. K., Adinegara, G. N. J., & Trimurti, C. P. (2022). The Effect of Compensation, Reward, and Punishment on Employee Performance at Hotel Santika Seminyak Bali. *Jurnal Ekonomika, Bisnis, dan Humaniora*, 1(1), 69–80.
- Febyani, Y. M., Indrawati, C. D. S., & Akbarini, N. R. (2023). Hubungan Pemberian Reward Dan Disiplin Kerja Terhadap Kinerja Karyawan Di1pt Rejeki Berkah Empat Putra. *Evokasi: Jurnal Kajian Administrasi Dan Sosial Terapan*, 1(2). <https://doi.org/https://doi.org/10.20961/evokasi.v1i2.487>
- Ghozali, I. (2013). Aplikasi Analisis Multivariat dengan Program IBM SPSS. In *Penerbit Universitas Diponegoro* (7 ed.).
- Gunawan, A., Sopandi, E., Salsabila, M., Pangestu, M. I., & Assifah, R. (2023). Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan Pt. Bintang Toedjoe Cikarang. *Jurnal Manajemen*, 11(1).
- Hakimah, Y., Suprani, Y., & Said, M. (2024). Pengaruh Semangat Dan Motivasi Kerja Terhadap Kinerja Karyawan JM Kenten Palembang. *VALUE*, 5(2), 117–129. <https://doi.org/https://doi.org/10.36490/value.v5i2.1441>
- Husein, U. (2011). Metode Penelitian Untuk Skripsi dan Tesis Bisnis. In *PT Raja Grafindo Persada* (11 ed.).
- Irene, L. (2024). Pengaruh Masa Kerja terhadap Kinerja Karyawan Hotel Berbintang di Jakarta. *Jurnal SDM Pariwisata*, 11(2), 55–63.
- Kasa, M., Kichin, S., Hassan, Z., Poh, S., & Ramli, N. (2023). Human resource practices, organisational commitment and turnover intention among bank employees in Sarawak, Malaysia. *Asian Academy of Management Journal*, 28(2), 275–307. <https://doi.org/https://doi.org/10.21315/aamj2023.28.2.10>
- Lubis, F. R. A., Junaidi, Lubis, Y., & Lubis, S. (2019). Pengaruh Kualitas Sumber Daya Manusia (Sdm) Terhadap Efektifitas Kerja Dan Implikasinya Terhadap Kinerja Karyawan Pelaksana Di Pt. Perkebunan Nusantara Ii (Persero). *Jurnal Agrica*, 12(2), 103. <https://doi.org/https://doi.org/10.31289/agrica.v12i2.2866>
- Mangkunegara, A. P. (2017). Manajemen Sumber Daya Manusia Perusahaan. In *Remaja Rosdakarya*.
- Mellinia, P., Wibowo, A., & Lubis, A. L. (2024). Implementasi Pelatihan Kerja Dalam Menangani Guest Complaint Pada Front Office Di Os Hotel Tanjung Uncang. *Jurnal Mekar*. <https://doi.org/https://doi.org/10.59193>
- Niguse, S., & Getachew, E. (2019). The Role of Reward in Enhancing Employee Performance: A Case Study in Ethiopian Airlines. *Journal of Business and Administrative Studies*, 11(2), 42–58.

- Novarini, N. N. A., & Imbayani, I. G. A. (2019). The Influence of Reward and Punishment on Employee Performance at Royal Tunjung Bali Hotel & Spa Legian. *International Journal of Applied Business and International Management*, 4(3), 33–44. <https://doi.org/https://doi.org/10.32535/ijabim.v4i3.681>
- Pratheepkanth, P. (2011). Reward System And Its Impact On Employee Motivation In Commercial Bank Of Sri Lanka Plc, In Jaffna District. Reward System And Its Impact On Employee Motivation In Commercial Bank Of Sri Lanka Plc, In Jaffna District. *International Research Journal Publisher: Global Journals Inc*, 11.
- Purnomo, R., Hartati, N., & Wahyuni, D. (2021). Reward sebagai Pendorong Produktivitas Kerja. *Jurnal Ekonomi dan Manajemen*, 10(1), 85–93.
- Ramadhani, P., Imran, H., Kusumawati, A., & Husni, M. (2023). Komitmen Organisasi, Kualitas Sumber Daya Dan Reward Terhadap Penerapan Anggaran Berbasis Kinerja. *Economics and Digital Business Review*, 4, 52–59.
- Rustandi, D., & Rukhviyanti, N. (2020). Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan Pada Grand Aquila Hotel Bandung Pada Grand Aquila Hotel Bandung. *JSM (Jurnal Sains Manajemen)*, 1(1), 1029.
- Sihombing, A. (2025). Masa Kerja dan Reward sebagai Strategi Retensi SDM. *Jurnal Riset Pariwisata*, 7(1), 30–41.
- Suak, D., Taroreh, K., & Waroka, R. (2017). Pengaruh Reward dan Punishment terhadap Kinerja Karyawan di Sutanraja Hotel Amurang. *Jurnal EMBA*, 5(3), 321–329.
- Sugiyono. (2013). Metode Penelitian Kuantitatif Kualitatif dan R&D. In *CV Alfabeta* (19 ed.).
- Tupti, Z., Siamrmata, K. S., & Arif, M. (2022). Faktor-Faktor Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening. *MANEGGIO: Jurnal Ilmiah Magister Manajemen*, 5(2). <https://doi.org/https://doi.org/10.30596/maneggio.v5i2.15202>
- Wulandari, E. (2022). Analisis Gender dan Persepsi Reward pada Sektor Pariwisata. *Jurnal Gender dan Kerja*, 4(2), 61–69.
- Wulandari, N., & Sadjuni, S. (2024). Pengaruh Kualitas Pelayanan Karyawan Front office Departemen terhadap Loyalitas Pelanggan melalui Kepuasan Pelanggan sebagai Variabel Mediasi (Studi pada Sheraton Bali Kuta Resort). *JRB-Jurnal Riset Bisnis*, 8(1), 141–155.
- Wungow, J. C., Trang, I., & Uhing, Y. (2023). Analisis Pemberian Reward, Penilaian Kerja, Dan Tanggung Jawab Pekerjaan Terhadap Kinerja Karyawan Pada PT. Pegadaian (Persero) Kanwil V Manado. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 11(3), 264–271. <https://doi.org/https://doi.org/10.35794/emba.v11i3.49148>