

THE EFFECT OF REWARD AND PUNISHMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH WORK DISCIPLINE

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ABSTRACT

The purpose of this study was to determine the direct or indirect effect of Reward and Punishment and work motivation on employee performance through work discipline as an intervening variable on employees of the Public Works and Spatial Planning Office of Bondowoso Regency. The total population of this study was 266 with a sample of 40 respondents. The sampling technique used was purposive sampling. The analytical technique used is path analysis using SPSS 22.0. The results of data analysis show that the Reward and Punishment variable has a significant effect on work discipline, work motivation has a significant effect on work discipline, Reward and Punishment has a significant effect on employee performance, work motivation has a significant effect on employee performance, work discipline has a significant effect on employee performance.

Keywords: Reward And Punishment, Work Motivation, Work Motivation and Employee Performance

INTRODUCTION

Human resource management is the utilization, development, assessment, remuneration and management of individual members of the organization or group of workers. Simamora in Sutrisno (2015:5). According to Desseler (2015: 3), human resource management is the process of acquiring, training, appraising, and compensating employees and for managing labor relations, health and safety, and matters relating to justice.

The importance of human resources in the implementation of performance, can not be separated from the provision of wages or benefits as well as the existence of regulations including the provision of wages and punishments. For the implementation of the work given by

the manager and the results obtained, workers receive wages or salaries. Meanwhile, to improve performance, managers provide incentives for workers who can provide work performance that exceeds the expected performance standards. In addition to wages, salaries and incentives, leaders often provide other additional receipts in an effort to better appreciate their work performance. In other words, the company provides awards or rewards (Wibowo 2016:306).

Punishment defined as the act of presenting unpleasant or undesirable consequences as a result of doing certain behaviors (Invancevich 2006:2260). According to Mangkunegara (2011: 130) "Punishment is a threat of punishment that aims to improve the performance of violators' employees, maintain applicable regulations and provide lessons to violators"

The above role regarding wages and penalties is a form of discipline in improving performance, this can also be explained about the importance of work discipline. The dimensions of employee discipline in this study are as follows: intrinsic discipline and extrinsic discipline. Intrinsic discipline is a condition that creates a condition where intrinsically disciplined individuals appear to be "part of the task" being done (Krivonos, 2006). While extrinsic discipline is a description of work done with the aim of completing several non-task goals such as reducing feelings of guilt, pleasing friends, getting a promotion.

The assumption of giving and increasing work discipline is to improve employee work discipline. According to Mangkuprawira, (2007) suggests that employee discipline is the nature of an employee who consciously obeys certain organizational rules and regulations. Discipline greatly affects the performance of employees and the company. Discipline should be seen as a form of training for employees in implementing company rules. The more disciplined, the higher the employee's work productivity and company performance. According to Hasibuan, (2009) states that: "Discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms.

Discipline carried out by each employee in carrying out their main duties and functions is directly involved in improving employee performance. Employee performance can be seen in terms of skills, skills, knowledge and sincerity of the employee concerned. Because the survival of an organization depends on one of them the performance of its employees in carrying out the work, because employees are an important element that must receive attention. Hasibuan (2011), said that "Employee performance depends on ability, work effort and job opportunities which are assessed from the output". Timpe (2011), suggests that performance (job performance) is: "The level of individual performance, namely the desired outcome of individual behavior. Research result Anwar, and Duniya (2016) with the results of simultaneous hypothesis testing that reward and punishment have no significant effect on the work discipline of PT. Tunggal Perkasa Plantation-3 employees, Sampoiniet District, Aceh Jaya Regency.

Based on the theory of performance improvement above and supported by similar research results, the research object chosen is the Public Works and Spatial Planning Office of Bondowoso Regency Jl. Pierre Tendean No. 1A. In an effort to implement an accountable, transparent and responsive government administration, it is necessary to have targeted and integrated planning starting from short-term or annual planning, medium-term planning and long-term planning as mandated by Law Number 25 of 2004 concerning the National Development Planning System. Development planning is also the implementation of Law Number 23 of 2014 concerning Regional Government which mandates that every Province and Regency/City must prepare a development plan as a direction for implementing regional development in a certain period of time. With the enactment of Government Regulation Number 18 of 2016 concerning Regional Apparatuses, the Bondowoso Regency Government has

established a new Regional Apparatus Organization through Bondowoso Regency Regional Regulation Number 91 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Regency Public Works and Spatial Planning Office. Bondowoso. And Bondowoso Regent Regulation Number 36 of 2017 concerning Amendments to Bondowoso Regent Regulation Number 91 of 2016 concerning Position, Organizational Structure, Duties and Functions,

Based on the results of the study of related documents (Regency RPJP, Regency RPJM, and Bondowoso Regency RTRW), evaluation of the performance of the Strategic Plan in the previous period, as well as the results of a series of FGDs (Focus Group Discussions) both internally from the Bondowoso Regency Public Works and Spatial Planning Office as well as with OPD. Therefore, there are several strategic problems and issues that need to be considered in the formulation of programs and activities. The formulation of strategic issues is not limited to the outputs of Dinas programs and activities. The identification of strategic issues departs from the analysis of the impact (outcome) of programs and activities so that the context of the discussion becomes wider and integration or collaboration with the Office or other government agencies becomes more mapped. It is necessary, considering the importance of integration and cooperation between OPD in the concept of regional development, in accordance with the vision of Bondowoso Regency. The results of the identification of problems at the Public Works and Spatial Planning Office of Bondowoso Regency are by looking at the data on the results of performance achievements that have been carried out in previous years.

Based on the data as for the identification of problems at the Public Works and Spatial Planning Office of Bondowoso Regency, it can be seen that, from each field of work there are still problems regarding the realization of the implementation that the expected target has not been achieved, this triggers researchers to find out what happened to the Department of Public Works. Bondowoso Regency Public Works and Spatial Planning with existing problems. So that researchers get the phenomenon of employee performance is "the lack of effectiveness of the performance of employees of the Public Works and Spatial Planning Office of Bondowoso Regency in carrying out their main duties and functions". So based on the problems above, the researchers tried to raise several factors that were assumed to be important in improving the performance of the employees of the Public Works and Spatial Planning Office of Bondowoso Regency, as a solution to existing problems. The factors include: reward and punishment, work motivation and work discipline.

RESEARCH METHODS

This research conducted in Bondowoso Regency Public Works and Spatial Planning Office. The time of this research was carried out for three months, namely from January to April 2021. The population is a generalization area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2008). Population in this study were 266 employees of the Public Works and Spatial Planning Office of Bondowoso Regency.

The sample is the part that can represent the population that has the same characteristics and is considered to be able to represent the population (Sugiyono, 2002). The sample in this study is Bondowoso Regency Public Works and Spatial Planning Service Officer, by observing and distributing questionnaires conducted ± 5 consecutive days with a time of ± 1 hour in one study. Roscoe (1975) cited by Uma Sekaran (2006) provides a general reference for determining sample size. A sample size of more than 30 and less than 500 is appropriate for most studies.

Determination of the number of samples in this study can use the formula Roscoe theory. Roscoe's theory says that if the research will conduct multivariate analysis (correlation or multiple regression), then the number of sample members is at least 10 times the number of variables studied (Sugiyono, 2010: 130). So because this study consists of 4 variables, the minimum number of samples is $4 \times 10 = 40$ respondents. So that the researcher determines the sample in the study is 40 respondents. The method of determining the sample using non-probability sampling with purposive sampling technique. The Nonprobability Sampling method is a sampling technique that does not provide equal opportunities/opportunities for each element or member of the population to be selected as a sample. Purposive sampling technique. According to Sugiyono (2013: 122) purposive sampling is a sampling technique with certain considerations. The reason for selecting the sample using purposive sampling is because not all samples have criteria that are in accordance with what the author has determined. Therefore, the selected sample is deliberately determined based on certain criteria that have been determined by the author to get a representative sample.

The criteria for respondents who were used as samples in this study were as follows:

1. Employees with a minimum education level of S1.
2. Have a working period of at least 3 years at the Bondowoso Regency Public Works and Spatial Planning Office.

RESULTS ANALYSIS

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect effect of reward and punishment (X1) and work motivation (X2) on work discipline (Z) and employee performance (Y) of the Bondowoso Regency Public Works and Spatial Planning Office. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. The path coefficient values can be seen in the following table:

Table 1 Value of Direct Effect Path Coefficient

| No. | Variable Free | Variable Bound | Beta (β) | t-count | -value | Information |
|-----|---------------|----------------|------------------|---------|--------|-------------|
| 1. | X1 | Z | 0.306 | 2,235 | 0.032 | Significant |
| 2. | X2 | Z | 0.439 | 3,235 | 0.003 | Significant |
| 3. | X1 | Y | 0.387 | 3,590 | 0.001 | Significant |
| 4. | X2 | Y | 0.245 | 2,143 | 0.039 | Significant |
| 5. | Z | Y | 0.400 | 3,291 | 0.002 | Significant |

Source: Data processed on August, 2021

- a) The results of testing the reward and punishment (X1) variable on work discipline obtained a beta value (β) of 0.306 with an -value of 0.032. Because the -value is smaller than ($0.032 < 0.05$), thus there is a significant effect of reward and punishment (X1) on work discipline (Z).
- b) The results for testing the work motivation variable (X2) on work discipline (Z) obtained a beta value (β) of 0.439 with an -value of 0.003. Because the -value is smaller than ($0.003 < 0.05$) then H_0 is rejected, thus there is a significant effect of work motivation (X2) on work discipline (Z).

- c) The results of testing the reward and punishment variable (X1) on employee performance (Y) obtained a beta value (β) of 0.387 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$), then H0 is rejected, thus there is a significant effect of reward and punishment (X1) on employee performance (Y).
- d) The results of testing the work motivation variable (X2) on employee performance (Y) obtained a beta value (β) of 0.245 with an -value of 0.039. Because the value of -value is smaller than ($0.039 < 0.05$), then H0 is rejected, thus there is a significant effect of work motivation (X2) on employee performance (Y).
- e) The results of testing the work discipline variable (Z) on employee performance (Y) obtained a beta value (β) of 0.400 with an -value of 0.002. Because the -value is smaller than ($0.002 < 0.05$), then H0 is rejected, thus there is a significant effect of work discipline (Z) on employee performance (Y).

Structural Model

This section explains the calculation of the effect of the reward and punishment variable (X1) and work motivation (X2) having a direct and indirect effect on employee performance (Y), through the work discipline intervening variable (Z). and the path diagram of the path coefficient test results are presented as follows:

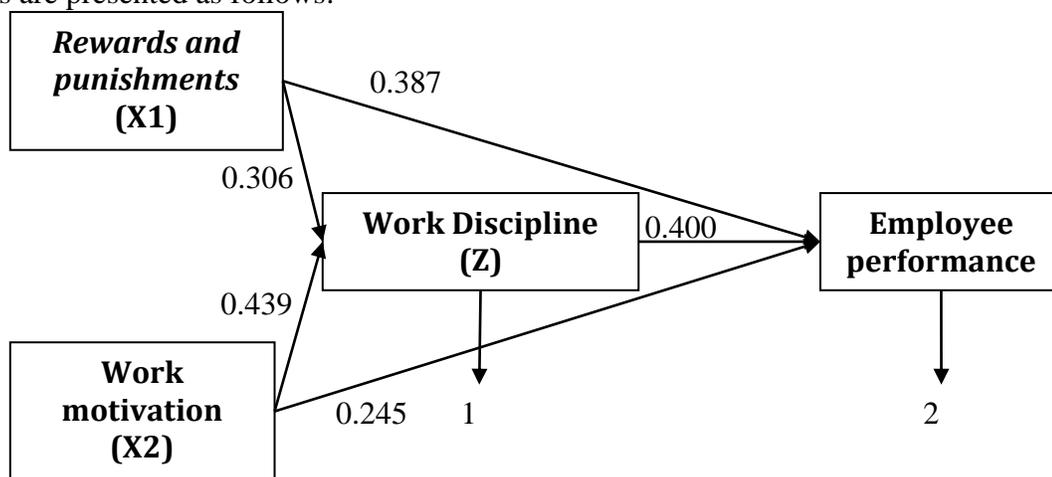


Figure 1 Path Analysis Results

By basing the path coefficient test as in Table 4.9, the model in the form of a path diagram, the results of the path coefficient test are presented in Figure 4.2, the model can also be expressed in the form of an equation (simultaneous equation system).

Indirect Effect Path Coefficient Calculation

Indirect effect testing is done by looking at the results of the path tested, if all the paths traversed are significant then the indirect effect is also significant, and if there is a non-significant path then the indirect effect is said to be non-significant. The indirect effect path coefficients are presented in the following table:

Table 2. Coefficient of Indirect Effect Path

| Variable Free | Variable Intervention | Variable Bound | Standardized Coefficient | Note. |
|---------------|-----------------------|----------------|--------------------------|-------------|
| X1 | Z | Y | 0.122*) | Significant |
| X2 | Z | Y | 0.175**) | Significant |

Source: Data processed on August, 2021

Based on the results of the path coefficient calculation, it appears that the total effect of the reward and punishment variable (X1) on employee performance (Y) is 0.272 with details of the direct effect of 0.150 and the indirect effect of 0.122. The total effect of the work motivation variable (X2) on employee performance (Y) is 0.235 with details of the direct effect of 0.060 and the indirect effect of 0.175.

Indirect influence of *rewards and punishments* (X1) on the employee performance variable (Y) through the work discipline intervening variable (Z) of 0.122, which is smaller than the direct effect of the reward and punishment variable (X1) on the employee performance variable (Y) which is 0.150. Besides that, the indirect effect of the work motivation variable (X2) on employee performance (Y) through the work discipline intervening variable (Z) of 0.175 which is greater than the direct influence of the work motivation variable (X2) on the employee performance variable (Y), namely of 0.060.

From the above calculation, the independent variable that has the strongest influence on the work discipline variable (Z) is the work motivation variable (X2), which is 0.193. Meanwhile, the independent variable that has the strongest influence on the employee performance variable (Y) is work discipline (Z), which is 0.160. And the independent variable that has an influence on the employee performance variable (Y) through the work discipline intervening variable (Z) is the work motivation variable (X2), which is 0.175.

Coefficient of Determination

The results of path analysis calculations can be seen that the coefficient of determination R² obtained a value of 0.661. This means that 66.1% of the variation in employee performance variables can be explained by the variables of reward and punishment, work motivation and work discipline, while the remaining 33.9% is explained by other variables and errors that are not explained in this study.

INTERPRETATION

The Effect of Reward and Punishment on Work Discipline

Based on the first hypothesis *rewards and punishments* affect work discipline. After testing and analyzing the data, the results showed that reward and punishment had a significant effect on the work discipline of the employees of the Bondowoso Regency Public Works and Spatial Planning Service, which was proven true or H1 was accepted. The indicator that is perceived as the best by respondents is an additional reward above or beyond the salary/wages provided by organizations such as TPP (Additional Employee Income) (X1.1). Respondents who gave the most agree responses on these indicators were female employees, as many as 18 people. This shows that the level of discipline of female employees is higher than that of male employees. Because generally the TPP will be deducted if the employee arrives late or leaves early. While the indicators that are perceived as unfavorable by the respondents are the cutting of TPP incentives for employees who are late, go home early and do not attend the apple. refers to

Government Regulation Number 53 of 2010 (X1.5). This indicator is mostly chosen by male respondents. Because according to the previous explanation. Male employees tend to arrive late or leave early. So that the reward that should be received is cut off and makes it a punishment. Male employees tend to arrive late or leave early. So that the reward that should be received is cut off and makes it a punishment. Male employees tend to arrive late or leave early. So that the reward that should be received is cut off and makes it a punishment.

These results are in accordance with the opinion of Purwanto (2007: 186) "Punishment is suffering given or intentionally caused by someone after an offense, crime, or mistake has occurred". In the company, sanctions are given to employees who are negligent. Or make mistakes that can harm the company. If reward is a positive form, then punishment is a negative form. However, if punishment is given appropriately and wisely, it can be a means of stimulating employees to increase their productivity or work discipline. As for this study, there are significant similarities in results with previous research conducted by Miftahul Ainun Naím Basori, Wawan Prahiawan, Daenulhay (2017); Abdul Rahim, Saiyid Syech, and Muhammad Zahari, MS (2017); Muhammad Yusuf Amrullah and Agus Hermani DS (2018) which states that rewards and punishments significant effect on work discipline.

The Influence of Work Motivation on Work Discipline

Based on the second hypothesis, work motivation has an effect on work discipline. After testing and analyzing the data, the results showed that work motivation had a significant effect on the work discipline of the employees of the Public Works and Spatial Planning Office of Bondowoso Regency, which was proven true or H2 was accepted. The indicator that is perceived as the best by the respondents is that every employee is required to have good and harmonious work interactions with colleagues in all fields (X2.1). This indicator is perceived best by respondents with male sex. Because the scope of work of the Bondowoso Public Works and Public Housing Service requires a lot of technical skills which are generally dominated by men. Employees in every field must coordinate with other fields so that work can be done effectively and efficiently. This motivates employees a lot to continue to synergize in every work task, in order to be able to increase their performance productivity.

These results are in accordance with the opinion of Hasibuan (2005:143) which states that: Work motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction which ultimately improves their performance. After someone is motivated to achieve individual and company goals, he tends to increase his level of discipline so that it has an impact on improving his performance. As for this study, there are significant similarities with previous research conducted by Citra Ayu Ningsi, Taher Alhabsji, Hamidah Nayati Utami (2015); Bastian Prabowo (2016) and Nurasnita, & Young Lokot Harahap (2018) which states that work motivation has a significant effect on work discipline.

The Effect of Reward and Punishment on Employee Performance

Based on the third hypothesis, reward and punishment affect employee performance. After testing and analyzing the data, the results showed that reward and punishment had a significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Bondowoso Regency which was proven to be true or H3 was accepted. The indicator that is perceived as the best by respondents is an additional reward above or beyond the salary/wages provided by organizations such as TPP (Additional Employee Income) (X1.1). Provision of Additional Employee Income (TPP) is one way for the government to improve employee

performance in each OPD (Regional Organizational Organization) in this case is the Public Works and Spatial Planning Office of Bondowoso Regency. The provision of TPP is classified based on the class of position based on the employee's performance. So that employees who perform well will automatically occupy a higher class even though at the same level of office. This is intended so that employees do not necessarily want / pursue positions, but also accompanied by increased performance.

The results are in accordance with the opinion of Mangkunegara, (2009) which states that reward is a reward given by the company to employees for the performance that has been given. Furthermore, Mangkunegara (2000) argues that punishment is a threat of punishment that aims to improve violators' employees, maintain applicable regulations and provide lessons to violators. These lessons will be able to change the attitude of employees who are not good for the better so that it has an impact on more profitable and professional performance. Meanwhile, in this study, there are significant similarities with previous research conducted by Murgianto, Siti Sulasmi, Suhermin (2016); Agi Syarif Hidayat (2017); Sujiati (2017); Abdul Rahim, Saiyid Syech, and Muhammad Zahari, MS (2017) which states that there is a positive and significant direct effect rewards and punishments on employee performance.

The Influence of Work Motivation on Employee Performance

Based on the fourth hypothesis, work motivation has an effect on employee performance. After testing and analyzing the data, the results showed that work motivation had a significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Bondowoso Regency, it was proven true or H4 was accepted. The indicator that is perceived as the best by the respondents is that every employee is required to have good and harmonious work interactions with colleagues in all fields (X2.1). Every job at the Bondowoso Regency Public Works and Spatial Planning Office requires coordination with every existing field as well as with other agencies/OPDs. So with a long work experience in the field of each employee, make this indicator a work motivation factor that can significantly improve employee performance. Male employees are the most respondents who perceive these indicators as good. This is because the communication environment for male employees is generally not limited to work, but there are many activities outside their service that they participate in together, such as volleyball, cycling and so on. Because at this time activities outside the service are an opportunity to improve the quality of communication between co-workers. such as volleyball, cycling and so on. Because at this time activities outside the service are an opportunity to improve the quality of communication between co-workers. such as volleyball, cycling and so on. Because at this time activities outside the service are an opportunity to improve the quality of communication between co-workers.

These results are in accordance with the supporting theories. Ishak and Hendri (2003:12) suggest that "motivation is a main thing that drives every motive to work". Motivation is often interpreted as a factor driving a person's behavior. Two things related to performance are the willingness or motivation of employees to work, which raises the employee's effort and the employee's ability to carry it out. According to Gomez (2003:177) that performance is a function of motivation and ability or can be written with the formula $P = f (M \times A)$ where $P =$ performance / performance, $m =$ motivation / motivation, $a =$ ability / ability. As for this study, there are significant similarities with previous research conducted by Citra Ayu Ningsi, Taher Alhabsji, Hamidah Nayati Utami (2015); which states that there is a positive and significant direct effect work motivation on employee performance.

The Influence of Work Discipline on Employee Performance

Based on the fifth hypothesis, work discipline has an effect on employee performance. After testing and analyzing the data, the results obtained stating that work discipline has a significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Bondowoso Regency, which is proven true or H5 is accepted. The best perceived indicator by respondents is an effort to move employees to follow and comply with work guidelines, the rules outlined by the agency. Its basic purpose is to mobilize self-disciplined employees. By means of prevention, employees can maintain themselves against the regulations (Z1. 1) One of the activities carried out by the Bondowoso Regency Public Works and Spatial Planning Service is to always hold morning apples and observation meetings in the afternoon before the end of office hours. The purpose of this is to form positive habits, including discipline in terms of attendance and coming home from work. Completing daily targets filled in the E-Kinerja Application to discipline in preparing for the next activity.

The results are in accordance with Hasibuan's opinion (2013: 193) which states "Discipline is the most important operative function of human resource management because the better the employee discipline, the higher the achievement. Without good employee discipline, it is difficult for the company's organization to achieve optimal results. Hariandja (2000:300) states "Improvement of discipline is an important part of human resource management as an important factor in improving performance." In this study, there are significant similarities in results with previous research conducted by Murgianto, Siti Sulasmi, Suhermin (2016) ; Sujiati (2017); Miftahul Ainun Naím Basori, Wawan Prahiawan, Daenulhay (2017); Abdul Rahim, Saiyid Syech, and Muhammad Zahari, MS (2017) and Nurasnita, & Lokot Muda Harahap (2018) which states that work discipline has a positive effect on employee performance.

The Effect of Reward and Punishment on Employee Performance through Work Discipline

Based on the sixth hypothesis, reward and punishment affect employee performance through work discipline. After testing and analyzing the data, the results show that reward and punishment (X1) and work motivation (X2) affect employee performance (Y) through work discipline (Z) with a value smaller than the direct effect. This is because the Government Regulation Number 53 of 2010 already includes provisions on work discipline that are directly related to bonuses in the form of incentives and penalties in the form of deductions to the abolition of TPP. Employee performance is influenced by work discipline directly, but the use of work discipline variables to improve employee performance which is influenced by reward and punishment variables is not effective. Because the basis of the imposition of rewards and punishments, one of which is work discipline. So that rewards and punishments do not require intervening variables for work discipline to improve employee performance.

The Influence of Work Motivation on Employee Performance through Work Discipline

Based on the seventh hypothesis, work motivation affects employee performance through work discipline. After testing and analyzing the data, the results showed that the indirect effect of the work motivation variable (X2) on employee performance (Y) through the work discipline intervening variable (Z) whose value was greater than the direct influence of the work motivation variable (X2) on employee performance variable (Y) This proves that employees who have high motivation still need work discipline variables for maximum performance. Because not a few employees whose work motivation is not to improve employee discipline or performance, but only as a form to obtain status/recognition. There are also many employees whose work

motivation is to fulfill personal needs only by using the facilities provided by the Bondowoso PUPR service, so that the main orientation/purpose of coming to the office is not to work optimally. So that this type of employee is said to have motivation, but is not accompanied by work discipline, so that his performance is not optimal. Meanwhile, employees who are motivated to work will automatically have good discipline. Work discipline here is not only about attendance, but discipline in completing work assignments and being able to complete work targets in accordance with the given time limit. Employees like this in general can work optimally and also have high motivation and work discipline.

CONCLUSION

Based on the research findings that have been described in Chapter IV, the conclusions in this study are as follows:

1. The test results prove that reward and punishment have a significant effect on the work discipline of the employees of the Public Works and Spatial Planning Office of Bondowoso Regency.
2. The test results prove that work motivation has a significant effect on the work discipline of the Public Works and Spatial Planning employees of Bondowoso Regency.
3. The test results prove that reward and punishment have a significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Bondowoso Regency.
4. The test results prove that work motivation has a significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Bondowoso Regency.
5. The test results prove that work discipline has a significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Bondowoso Regency.
6. The test results prove that there is an indirect effect of reward and punishment on employee performance variables through the intervening variable of the work discipline of the Public Works and Spatial Planning Office of Bondowoso Regency whose value is smaller than the direct effect. This shows that reward and punishment does not need an intermediary variable of work discipline to influence employee performance because the reward and punishment variable already contains aspects of employee work discipline.
7. The test results prove the indirect effect of the work motivation variable on employee performance through the intervening variable of work discipline of the Public Works and Spatial Planning Office of Bondowoso Regency whose value is greater than the direct effect. This shows that the variable of employee work motivation is too broad to be measured on employee performance. Because the indicators of work motivation refer to the theory of employee needs, so it takes employee work discipline so that work motivation leads to improving employee performance not necessarily as a fulfillment of needs by putting aside their performance.

IMPLICATION

Based on the conclusions of the research results, the following implications can be presented that the test results prove that reward and punishment have a significant effect on work discipline and employee performance at the Bondowoso Regency Public Works and Spatial Planning, implying that in order for work discipline and employee performance to increase significantly, aspects related to reward and punishment are needed, including giving bonuses/incentives for employees who are disciplined in terms of attendance and punctuality in completing work. The incentive is in the form of Additional Employee Income (TPP), the

amount of which is adjusted to the class of position. Giving interpersonal awards from field and sub-field leaders verbally or in writing that shows more attention from superiors. Generally given in the form of praise during the morning apple or in a meeting forum, for the achievements of employees during a certain period. If employees have innovations related to increasing work productivity, they will be given an internal award certificate from the head of the department which will be given at the morning apple. Career advancement of employees who have the potential to be promoted. Employees who are competent and have good work motivation will be promoted to a higher level of employee position. In addition, they are also given the opportunity to take part in training organized by the regional and central government. Based on PP no 53 of 2010, employees will receive punishment if they are not disciplined. One of them is cutting the amount of TPP that will be received by employees, this is included in the type of light punishment. If the employee continues to commit the same mistake on purpose, the type of punishment will be increased, namely the type of moderate punishment by giving warning letters to 1 and 2, as well as coaching the employee. The goal is for employees to be more disciplined in their work so as to increase the realization of the activity program of the Bondowoso PUPR Service. Severe penalties are given if the violation is related to the type of criminal or civil. One of the punishments is demotion to dishonorable dismissal followed by the applicable judicial process.

The test results prove that work motivation has a significant effect on work discipline and employee performance at the Bondowoso Regency Public Works and Spatial Planning, implies that in order for work discipline and employee performance to increase significantly, aspects related to work motivation are needed including the fulfillment of needs employee needs. These requirements are divided into 5 parts. First, physiological needs, where employees will be motivated if the basic needs to live properly can be accommodated by the salary and incentives they receive while working. The need for a sense of security or security guarantees during work in the event of a work accident or guarantees when they are retired, in this case the provision of pension guarantees. Social needs are needs that support employees to improve their performance, where one of the fulfillment of these needs is cooperation in completing work. The need for self-esteem is the need or desire to be appreciated. The need for self-actualization is the need to increase competence through various formal education activities, training and workshops. The test results prove that work discipline has a significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Bondowoso Regency. Bondowoso Regency Public Works and Spatial Planning employees to follow and comply with work guidelines, the rules that have been outlined by the agency. It aims to optimize employee performance from the aspect of time effectiveness and accuracy of work quality. Furthermore, the application of the basic rules for activities at the Bondowoso Regency Public Works and Spatial Planning Office, such as the timeliness of project work, attendance and activity reporting.

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