The Effect Of Reward And Punishment On Performance With Work Motivation As A Mediation Variable (Case Study Of Employees At The Inspectorate Of Dharmasraya Distrcit)

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Abstract*: This study aims to determine the effect of reward and punishment on performance with work motivation. This research is motivated by the reward that is considered less supportive in the implementation of work, the application of punishment which is still violated, motivation in the workplace is still low, and the performance of employees who are still unstable and tend to be low in the Inspectorate of Dharmasraya District employees. This type of research uses a quantitative approach with path analysis method. The data collection techniques using questionnaires, observation and interviews. Respondents of this study were 42 employees at the Inspectorate of Dharmasraya District. The sampling method used the path analysis method where the entire population in this study was used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 24.0. The results of this study found that partially reward has a significant effect on employee work motivation, punishment has a significant effect on employee motivation, work motivation has a significant effect on employee performance, reward has a significant effect on employee performance, punishment have a significant effect on employee performance. While work motivation as an intervening variable does not have a significant effect on reward and employee performance, and work motivation as an intervening variable has no significant effect on punishment and employee performance at the Inspectorate of Dharmasraya District.*

Keywords*: reward, punishment, work motivation, employee performance.*

I. Intoduction

The perfection of the state apparatus is a hope for the realization of good governance, this is the main prerequisite for realizing the aspirations of the community in achieving the goals and ideals of the nation and state, in this framework it is necessary to develop and implement a system of accountability that is precise, clear and real, so that governance and development can take place in an efficient, effective, clean and responsible manner. However, this has yet to be realized optimally and has not shown the direction of change and development. One proof of this is the weak supervision of employee performance, which is a reflection of the current bureaucracy, so it needs improvement (PPHN Team, 2006: p.vii).

Government employees are required to have the ability to carry out their duties and responsibilities to participate in government, development and community activities effectively and efficiently. Human resources refer to individuals in organizations who work together to create their organizations (Schein in Mangkunegara, 2012: p.23). According to Hasibuan (2013: p.94), performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time. Performance is a description of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, mission, vision and organization.

In creating the performance of the Inspectorate of Dharmasraya District, it seems that there are still many obstacles that are faced so that it is difficult to achieve organizational goals. The following is a table of performance achievements of the programs / activities carried out at the Dharmasraya District Inspectorate Office for the period 2017 to 2019, namely:

Table 1. Program / Activity Performance Reports

No.	Program/ Activity	Target (%)	Realization (%)		
			2017	**2018**	**2019**
1.	Office Administration Services Program.	100	47	50	42
2.	Employee Facilities and Infrastructure Improvement Program	100	43	48	38
3.	Employee Discipline Improvement Program	100	38	45	42
4.	Employee Resource Capacity Building Program	100	37	48	40
5.	Program for Enhancing the Development of a Performance and Financial Achievement Reporting System	100	43	55	45
	Average	**100**	**42**	**49**	**41**

Source: Secondary Data, Inspectorate Office of Dharmasraya, 2020.

Based on the table above, it can be seen that there has been a decline and instability of institutional performance in 2017 and 2019. This is thought to be a representation of low employee performance, a simple work system in carrying out tasks is input, process, and output, generally input exists because The demands or needs of the organization which are the goals, at this stage are more dominantly carried out by the leaders of the lower management levels, middle management to top management. Whereas at the level of achievement it requires a process, at this stage of the process the subordinates are more dominant in doing it, while the output is the level of achievement of the results, whether or not the output / performance of the most influential agency is subordinates, however, the leadership sometimes does not care about the potential conditions of existing employees. , especially problems of reward, punishment, work motivation and performance produced by employees, this of course will have an effect on low organizational performance. In general, the performance of employees at the Inspectorate Office of Dharmasraya District is not as expected.

Based on research conducted by Kentjana and Nainggolan (2018), motivation has a positive and significant effect on BCA employee performance. As well as research from Silfia, et al (2014), states that work motivation has a significant effect on employee performance. The low work motivation of employees at the Inspectorate of Dharmasraya District can be caused by unsatisfactory conditions of reward and punishment, so that some employees do not have work motivation and take it easy when they do not come to work and will have an impact on the decline in employee performance.

Reward is something that we give to someone because he or she does something. That something is natural as an appreciation, as an expression of our gratitude and attention (Wijanarko, 2005: p.30). There are employees who are motivated to work if they are given an award from their boss or company. However, there are also employees who are not whipped up by the reward, but they will be motivated after receiving a punishment thanks to those who have made minor or serious mistakes.

Punishment is a threat of punishment that aims to improve the offending employees, maintain applicable regulations and provide lessons to offenders (Mangkunegara, 2015: p.130). Basically, the purpose of giving punishment is so that employees who violate are deterred and will not repeat themselves. With the existence of rewards and punishments that are imposed in an institution, it is hoped that it can motivate employees to become even better.

The application of a reward and punishment system is a managerial concern, to meet operational standards in improving employee performance and employee motivation. For some employees, the application of the reward and punishment system is considered too pressing, but some other employees consider that the application aims to motivate and improve employee performance. However, it is unfortunate that employees' awareness of the application of the reward and punishment system has not been realized by all employees so that employees who violate the rules are still found.

Based on the results of research conducted by Kentjana and Nainggolan (2018), reward and punishment partially have a significant effect on the work motivation of BCA employees. In line with research conducted by Silfia (2018), it is stated that reward has a significant effect on employee motivation. Based on the description of the problem and several theories as well as the previous research described above, the researcher is interested in choosing the title "The Effect of Reward and Punishment on Performance with Work Motivation as a Mediation Variable (Case Study of Employees at the Inspectorate of Dharmasraya District)".

The objectives to be achieved in this study are to identify and analyze: *The effect of reward on employee motivation.The effect of punishment on employee. The effect of work motivation on employee performance. Effect of reward on employee performance. The effect of punishment on employee performance. The effect of work motivation as a mediating variable between reward and employee performance. The effect of*

work motivation as a mediating variable between punishment and employee performance in the Inspectorate of Dharmasraya District.

II. Literature Review

Reward

Nawawi (2013: p.63), that reward is an effort to foster a feeling of acceptance or recognition in the work environment, which touches aspects of compensation and aspects of the relationship between workers with one another. The indicators of reward according to Hamzah (2011: p.70), namely: (a) Incentives provided, (b) Promotion, (c) Education and training and (d) Motivation and disciplinary goals.

Punishment

According to Purwanto (2007: p.186), punishment is defined as suffering that is given or inflicted on purpose by someone after an offense, crime, or mistake has occurred. As for indicators of punishment according to Siagian (2006), namely: (a) Efforts to minimize errors that will occur, (b) There is a heavier penalty if the same mistake is committed, (c) punishment is given with an explanation, and (d) immediate punishment given after evidence of irregularities.

Performance

Mangkunegara (2012: p.67), argues that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. The indicators of performance according to Mangkunegara (2012: p.67), are as follows: (a) Quality of work, (b) Quantity of work, (c) Responsibility, (d) Cooperation and (e) Initiatives.

Work Motivation

According to Hasibuan (2013: p.141), motivation is the spirit of desire and encouragement in working to achieve a certain goal by providing positive energy and making humans or workers willing to work together to achieve optimal results. The motivational indicators according to Robbins and Coutler (2010: p.226), consist of: (a) Physiological Needs, (b) Security Needs, (c) Social Needs, (d) Appreciation Needs and (e) Self-Actualization Needs.

1. **Conceptual Framework**

Based on the research objectives, the conceptual framework of this study:
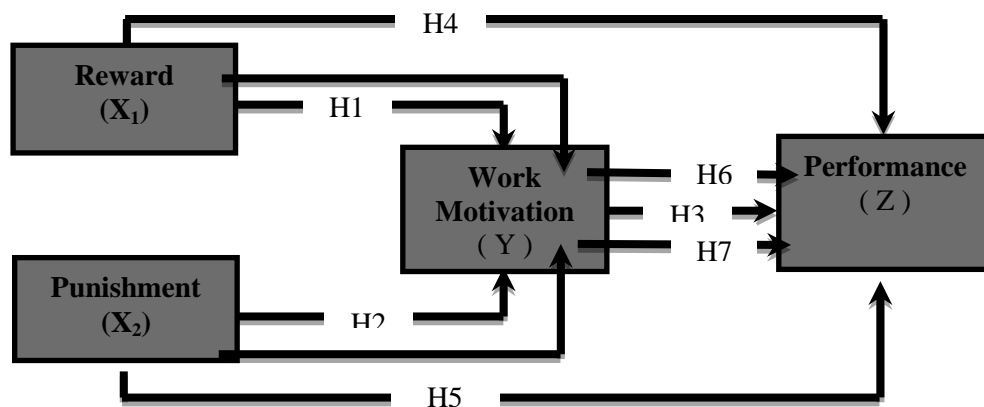
*Figure 1. Conceptual Framework*

Hypothesis

Based on the conceptual framework above, the hypothesis in this study can be formulated as follows: **H1 :** Reward has a significant effect on employee motivation **H2** Punishment has a significant effect on employee motivation **H3:** Work motivation has a significant effect on employee performance **H4 :** Rewards have a significant effect on employee performance **H5 :** Punishment has a significant effect on employee performance **H6 :** Work motivation as a mediating variable has a significant effect on reward and employee performance at the Inspectorate of Dharmasraya District. **H7 :** Work motivation as a mediating variable has a significant effect on punishment and employee performance at the Inspectorate of Dharmasraya District.

III. Research Methods

Path Diagram

The first step in path analysis is to design a path diagram in accordance with the hypotheses developed in the study. Based on the research title, the path analysis model in this study can be described as follows:
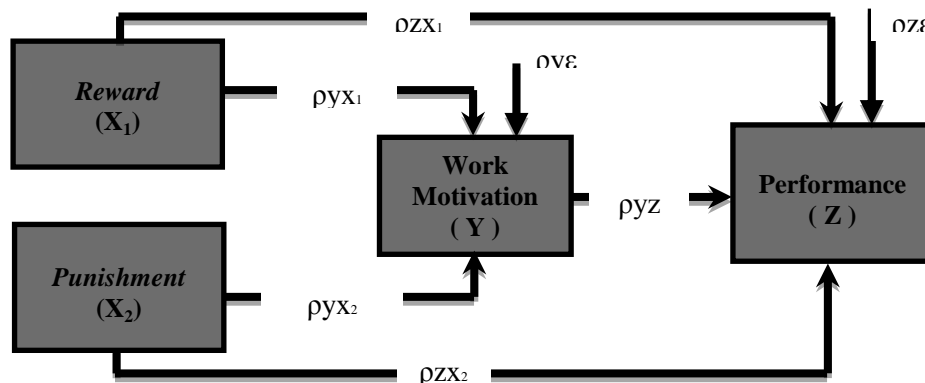

***Figure 2.** Path Diagram Structure*

Structural Equations

The image or diagram used in this study is to use the path analysis technique which is a picture that shows the structure of the causal relationship between variables. The results of the path diagram magnitude show the effect of each independent variable on the dependent variable which is called the path coefficient. Furthermore, the diagram above can be broken down into 2 (two) substructures as follows:

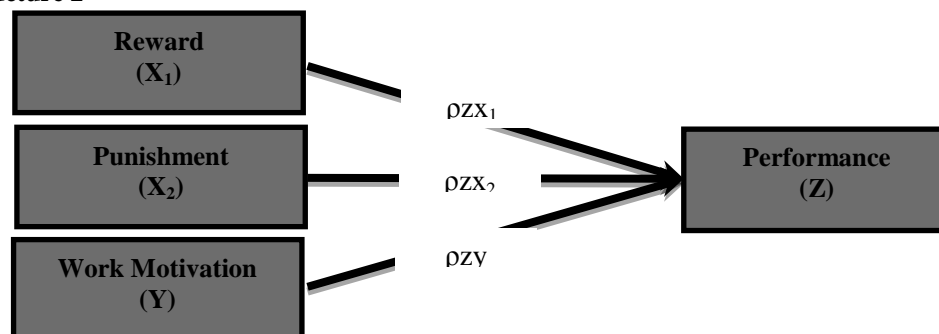**a)   Substructure 1**
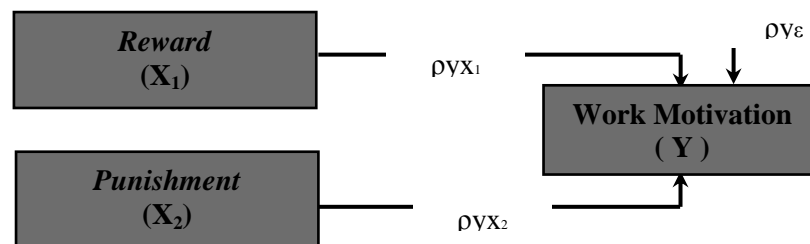
Figure 3.   *Substructure 1*

- The Effect of Reward, Punishment on Work Motivation

Based on Substructure I, the following can be put forward the structural equation, namely:

$$Y = \rho y x_1 X_1 + \rho y x_2 X_2 + \rho y \varepsilon$$

b)   Substructure 2

***Figure 4.** Substructure 2 - The Effect of Reward, Punishment and Work Motivation on Employee Performance*

Based on Substruktur 2, the following can be put forward the structural equation, namely:

$$Z = \rho z x_1 X_1 + \rho z x_2 X_2 + \rho z y\, Y + \rho z \varepsilon$$

To determine the effect of an exogenous variable on an endogenous variable, either directly or indirectly, can be seen as follows:

a. *Variable X_1*
    - The direct effect of variable X_1 on Z
      $Z \leftarrow X_1 \rightarrow Z(\rho zx_1)(\rho zx_1)$
    - Indirect effect from X_1 to Z through Y
      $Z \leftarrow X_1 \Omega Y \rightarrow Z(\rho zx_1)(\rho yx_1)(\rho zy)$

b. *Variable X_2*
    - The direct effect of variable X_2 on Z
      $Z \leftarrow X_2 \rightarrow Z(\rho zx_2)(\rho zx_2)$
    - Indirect effect from X_2 to Z through Y
      $Z \leftarrow X_2 \Omega Z \rightarrow Z(\rho zx_2)(\rho yx_2)(\rho zy)$

c. *Variable Y*
    - The direct effect of the variable Y on Z
      $Z \leftarrow Y \rightarrow Z(\rho zy)(\rho zy)$

IV. Data Analysis And Discussion

HYPOTHESIS TEST

The analysis of the research results was carried out based on the formulation of the problem and the hypothesis that was stated. And the analysis carried out in the discussion is based on data obtained through research which is further processed by the IBM SPSS for Windows Ver program. 24.0 in order to determine the significance and magnitude of the coefficient of the effect of the independent variables on the dependent variable through path analysis. Path analysis is a test used to analyze patterns of relationships between variables. Path analysis is the use of regression analysis to estimate the causal relationship between variables (causal models) previously determined based on theory.

1. **Substructural Hypothesis Test 1**

To analyze the effect of reward (X_1) and punishment (X_2) on work motivation (Y) which is presented in the following table:

Table 2. Effect of X_1 and X_2 on Y

No.	Affected Variable	*Standardized cofficients*	Sig
1.	Reward (X_1)	0,049	0,004
2.	Punishment (X_2)	0,047	0,005

Source: Primary Data, Processed by IBM SPSS 24.0, 2020.

Based on the table above, it can be seen that the substructure equation 1 is:

$$Y = 0{,}049X_1 + 0{,}047X_2$$

Description of substructure equation 1:

$b_1 = 0{,}049$; it means that there is a positive effect between the reward variable (X_1) on work motivation (Y). this shows that the better the reward, the higher the work motivation. Reward regression coefficient value is 0.049, which means that for each increase of one reward unit, the Work Motivation of the Inspectorate of Dharmasraya District increases by 4.9 percent.

$b_2 = 0{,}047$; it means that there is a positive effect between the Punishment variable (X_2) on Work Motivation (Y). This shows that the higher the Punishment, it will increase the Work Motivation of the Inspectorate of Dharmasraya District. The regression coefficient value for Punishment is 0.047, which means that for each increase of one Punishment unit, the Work Motivation of the Inspectorate of Dharmasraya District employees increases by 4.7 percent.

From the table above it can be done partially test each of the causal variables on the effect variables as follows:

1. The Effect of Reward (X_1) on Work Motivation (Y)

    The results of the analysis of the effect of the Reward variable (X_1) on the Work Motivation variable (Y) obtained a value of $\rho yx1 = 0.049$ with a significant level of $0.004 < 0.05$. The results of the analysis show that there is a significant effect between the reward variable on the Work Motivation of the Inspectorate of Dharmasraya District Employees.

2. The Effect of Punishment (X_2) on Work Motivation (Y)

    The results of the analysis of the effect of the Punishment variable (X_2) on the Work Motivation variable (Y) obtained the value of $\rho yx2 = 0.047$ with a significant level of $0.005 < 0.05$. The results of the analysis

show that there is a significant effect between the Punishment variable on the Work Motivation of the Inspectorate of Dharmasraya District Employees.

The results of substructure 1 can be shown in the following Figure:
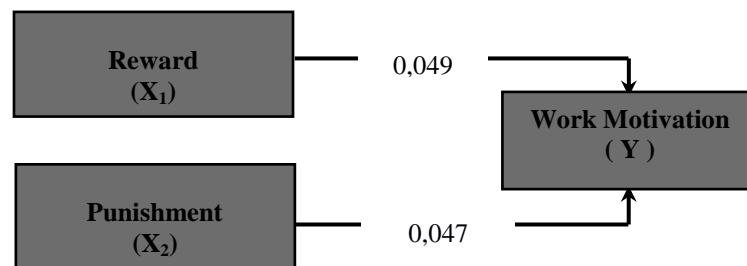
Figure 5. Substructure 1 - Results of the Effect of Reward and Punishment on Work Motivation

From the summary of testing the first and second hypotheses, it can be shown in the following table:

Table 3. Summary of Substructure Hypothesis Testing Results 1

Hypothesis	Statement	Test Result
H_1	Reward has a significant effect on the Work Motivation of the Employees of Inspectorate of Dharmasraya District.	Accepted
H_2	Punishment has a significant effect on the Work Motivation of the Employees of Inspectorate of Dharmasraya District.	Accepted

Source: Primary Data, Processed by IBM SPSS 24.0, 2020.

2.   Substructural Hypothesis Test 2

To analyze the effect of the variable Reward (X_1) and Punishment (X_2) and Work Motivation (Y) on performance (Z) which is presented in the following table:

Table 4 The Effect of Reward, Punishment, Work Motivation on Performance

No.	Affected Variable	*Standardized coefficients*	Sig
1.	Reward (X_1)	0,018	0,020
2.	Punishment (X_2)	0,034	0,003
3.	Work Motivation (Y)	0,074	0,049

Source: Primary Data, Processed by IBM SPSS 24.0, 2020.

Based on the table above, it can be seen that the 2nd substructure equation is:

$$Z = 0{,}018X_1 + 0{,}034X_2 + 0{,}074Y$$

Description of the substructure equation 2:

$b_1 = 0{,}018$;   it means that there is a positive effect between the reward variable (X_1) on performance (Z). This shows that the better the reward, the better employee performance. The value of the reward regression coefficient is 0.018, which means that for each increase of one reward unit, the employee performance increases by 1.8 percent.

$b_2 = 0{,}034$,   it means that there is a positive effect between the punishment variable (X_2) on performance (Z). This shows that the higher the punishment, it will increase employee performance. The value of the punishment regression coefficient is 0.034, which means that for each increase in one unit of punishment, the employee's performance increases by 3.4 percent.

$b_3 = 0{,}074$;   it means that there is a positive effect between the work motivation variable (Y) on employee performance (Z). This shows that the higher the Work Motivation, the higher the employee's performance. The regression coefficient value of Work Motivation is 0.074, which means that for each increase of one unit of Work Motivation, employee performance increases by 7.4 percent.

From the table above it can be done partially test each of the causal variables on the effect variables as follows:
1. The Effect of Rewards (X_1) on Employee Performance (Z)
   The results of the analysis show that the level of Sig is 0.020 <0.05. This means that there is a significant effect between reward and the performance of the Inspectorate of Dharmasraya District.
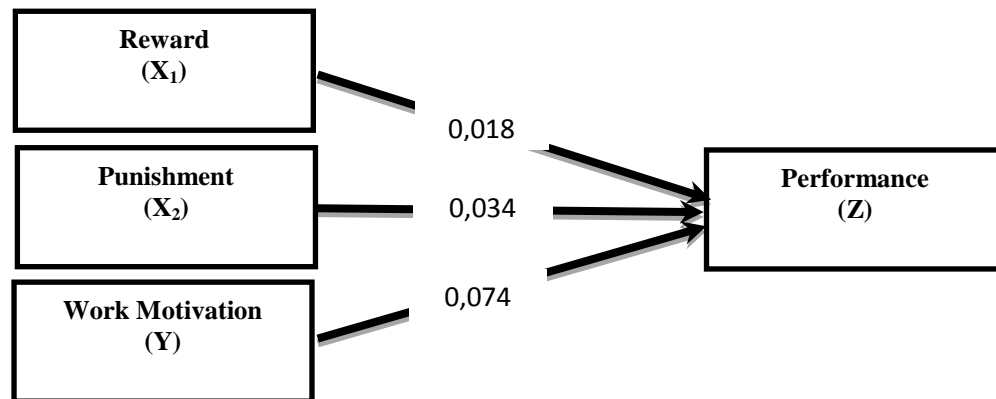2. The Effect of punishment (X_2) on Employee Performance (Z)

The analysis result shows that the level of Sig. 0.003 <0.05. This can be interpreted that there is a significant effect between punishment on the performance of the employee of Inspectorate of Dharmasraya District.

3. The Effect of Work Motivation (Y) on performance (Z)
    The analysis result shows that the level of Sig. 0.049 <0.05. This means that there is a significant effect between Work Motivation on the performance of the Employees ofInspectorate of Dharmasraya District.

The results of substructure 2 can be shown in the following Figure:

Figure 6. Substructure 2 - Results of the Effect of Rewards, Punishment, Work Motivation on Employee Performance

The summary results of testing the third, fourth, and fifth hypotheses can be shown in the following table:

Table 5 Summary of Substructure Hypothesis Testing Results 2

Hypothesis	Statement	Test Result
H_3	Work motivation has a significant effect on the performance of the employees of Inspectorate of Dharmasraya District.	Accepted
H_4	Reward has a significant effect on the performance of the employees of Inspectorate of Dharmasraya District.	Accepted
H_5	Punishment has a significant effect on the performance of the employees of Inspectorate of Dharmasraya District.	Accepted

Source: Primary Data, Processed by the Writer, 2020.

Coefficient of Determination (R^2)

The results of the calculation of the coefficient of determination for substructure equations 1 and 2 can be shown in the following table:

Table 6. Result of R Square - Substructure 1 and 2

Equation	Variable	R Square
Substructure 1	Reward and Punishment on Work Motivation	0,303
Substructure 2	Reward, Punishment, Work Motivation on Performance	0,406

Source: Primary Data, Processed by IBM SPSS 24.0, 2020.

Based on the table above, the total R_2 value can be calculated as follows:
1. For substructure equation 1:
    $P_{\varepsilon 1} = \sqrt{1 - R^2}$
    $P_{\varepsilon 1} = \sqrt{1 - 0,303}$
    $P_{\varepsilon 1} = \sqrt{0,697}$
    $P_{\varepsilon 1} = 0,834$
2. For substructure equation 2:
    $P_{\varepsilon 2} = \sqrt{1 - R^2}$
    $P_{\varepsilon 2} = \sqrt{1 - 0,406}$
    $P_{\varepsilon 2} = \sqrt{0,594}$
    $P_{\varepsilon 2} = 0,770$
3. Total R^2

= 1 – (0,834 x 0,770) = 1 – 0,642= 0,358

From the above results, the total coefficient of determination is 0.358. This means that 35.8 percent of Employee Performance can be explained by the Reward, Punishment and Work Motivation variables. While the remaining 64.2 percent is explained by other variables not examined in this study. And from the above results, the total coefficient of determination is 0.194. This means that 19.4 percent of employee performance can be explained by the reward, punishment and work motivation variables. While the remaining 80.6 percent is explained by other variables not examined in this study.

4. Path Analysis

Intervening is an intermediate variable that mediates the relationship between the independent variable and the dependent variable. The research model provides an indirect effect of reward (X_1) and punishment (X_2) on employee performance (Z) through work motivation (Y). The intervening test is carried out using path analysis as follows:

1. Work Motivation (Y) acts as an intervening variable between reward (X_1) and Employee Performance (Z) at the Inspectorate of Dharmasraya District.

    To determine the effect of an independent variable on the dependent variable, either directly or indirectly, can be seen as follows:

    a. Direct effect of variable X_1 on Z:

    Z $\longleftarrow$ X_1 $\longrightarrow$ Z = (ρZX_1) x (ρZX_1)
    = (0,018) x (0,018) = 0,00032 = 0,03 percent

    b. Indirect effect from X_1 to Z through Y:

    Z $\longleftarrow$ $X_1 \Omega Y$ $\longrightarrow$ Z = (ρZX_1) x (ρYX_1) x (ρZY)
    = (0,018) x (0,049) x (0,074) = 0,000065 = 0,006 percent

    Based on the above calculations, it is found that the direct effect of rewards on employee performance is 0.00032 (0.03%), while the indirect effect of reward variables on performance through work motivation is 0.000065 (0.006%). From these results it can be concluded that the work motivation variable cannot act as an intervening variable in the relationship between reward and employee performance because the coefficient value is smaller than the direct effect (0.000065 <0.00032).

2. Work motivation plays a role as an intervening variable between punishment and the performance of the Employees of Inspectorate of Dharmasraya District.

    To determine the effect of an independent variable on the dependent variable, either directly or indirectly, can be seen as follows:

    a. Direct effect of variable X_2 on Z:

    Z $\longleftarrow$ X_2 $\longrightarrow$ Z = (ρZX_2) x (ρZX_2)
    = (0,034) x (0,034) = 0,0011 = 0,1 percent

    b. Indirect effect from X_2 to Z through Y:

    Z $\longleftarrow$ $X_2 \Omega Y$ $\longrightarrow$ Z = (ρZX_2) x (ρYX_2) x (ρZY)
    = (0,034) x (0,047) x (0,074) = 0,00011 = 0,01 percent

    Based on the above calculations, it is found that the direct effect of punishment on employee performance is 0.0011 (0.1%), while the indirect effect of punishment variables on employee performance through work motivation is 0.00011 (0.01%). From these results it can be concluded that the work motivation variable cannot play a role as an intervening variable in the relationship between punishment and employee performance because the coefficient value is smaller than the direct effect (0.00011 <0.0011).

Based on the results of the path analysis, a summary of the results of the sixth and seventh hypothesis testing can be obtained as follows:

Table 7. Summary of Path Analysis Test Results

Hypothesis	Statement	Result Test
H_6	Work motivation as an intervening variable has a significant effect on reward and employee performance at the Inspectorate of Dharmasraya District.	Rejected
H_7	Work motivation as an intervening variable has a significant effect on punishment and the performance of the Employees of Inspectorate of Dharmasraya District.	Rejected

Source: Primary Data, Processed by the Writer, 2020.

V.   Conclusions And Suggestions

Conclusions

Based on the results of research and data processing that have been done before, several conclusions can be drawn as follows:

1. Reward has a significant effect on the work motivation of the employees of Inspectorate Dharmasraya District.
2. Punishment has a significant effect on the work motivation of the employees of Inspectorate Dharmasraya District.
3. Work motivation has a significant effect on the performance of the employees of Inspectorate of Dharmasraya District.
4. Rewards have a significant effect on the performance of the employees of Inspectorate of Dharmasraya District.
5. Punishment has a significant effect on the performance of the employees of Inspectorate of Dharmasraya District.
6. Work motivation as an intervening variable has no significant effect on reward and employee performance at the employees of Inspectorate of Dharmasraya District.
7. Work motivation as an intervening variable does not have a significant effect on punishment and employee performance at the employees of Inspectorate of Dharmasraya District.

Suggestions

Based on the findings and research conclusions. For this reason, the authors suggest the following suggestions:

1. To the Inspectorate of Dharmasraya District, in order to be able to provide promotion to employees who have met the requirements for promotion and provide training materials as needed so that employees can improve their performance.
2. To the Inspectorate of Dharmasraya District, to provide appropriate punishment to employees and to apply these penalties to maintain order so that later employees can work wisely in order to encourage employee performance.
3. To the Dharmasraya District Inspectorate, to guarantee a good name for employees in order to maintain the confidentiality of employees' personal identities.

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