

The Influence Of Reward, Punishment, Organizational Commitment And Work Motivation On Employee Performance At The Department Of Agriculture And Food Security In Bondowoso Regency

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ABSTRACT

This study aims to examine the effect of reward, punishment, organizational commitment, and work motivation on employee performance at the Department of Agriculture and Food Security, Bondowoso Regency. This study used a population of 209 employees and a sample of 105 employees who were selected using a purposive sampling method. The research method used is a survey method using a questionnaire as a data collection instrument. The collected data were analyzed using multiple linear regression techniques. The results of the study show that reward, punishment, organizational commitment and work motivation have a significant influence on employee performance. Rewards and organizational commitment have a significant positive impact on employee performance, while punishment has a significant negative impact on employee performance. Work motivation also has a significant positive effect on employee performance. These findings indicate that the importance of implementing a fair reward system and adequate recognition to improve employee performance. It should also be noted that a strong organizational commitment to encourage better performance. However, the use of punishment as a form of punishment against employees must be done carefully, because it can have a negative impact on employee performance.

Keywords: reward, punishment, commitment, motivation and performance

INTRODUCTION

Human resources are generally an employee whose way of thinking ability must of course be used to provide input in the work and all provisions that have been carried out. This activity must also be supported by the existence of a strong motivation so that an employee is even more active in his work and even more enthusiastic in doing his work because an employee must often be given motivating input so that alignment is realized in an employee. Therefore, to achieve performance goals, employees need motivation to work more diligently. Seeing the importance of employees in work, these employees need more serious attention to the tasks being done so that a goal is achieved. So if interpreted as a whole human resource management is a strategic and cohort approach with managing the most valuable assets in the organization, namely the people who work in the company individually and collectively contribute to achieving its goals (Riniwati, 2016: 1).

Some of these include the praise employees can get from their managers, opportunities to take on important projects or assignments, and even attention from the top. According to Irham Fahmi (2016: 57) it is a form of remuneration given to an employee for work performance, both financial and non-financial. According to Shields in Suak et al., (2017: 33) *reward* is: "Something tangible or intangible that the organization gives to employees either intentionally or unintentionally as a reward for potential employees or contributions to good work, and for employees who implement values positive as a satisfaction of certain needs.

Another definition explains that, rewards *are* remuneration provided by the company to workers, because these workers have contributed energy and thoughts for the progress of the company in order to achieve the goals set, (Efendy et al., 2017). According to Karli Kawulur (2018:69) *reward* is something we give to someone because he does something. Something that is natural as an appreciation, as an expression of our gratitude and concern.

Punishment is implemented with the aim of maintaining applicable regulations so that all duties and responsibilities can be carried out properly. According to Mangkunegara (2012) explains that *Punishment* is a threat of punishment that aims to improve the performance of violating employees, maintain applicable regulations and teach lessons to violators. According to Irham Fahmi (2016: 60) *Punishment* is a sanction received by an employee because of his inability to do or carry out the work as ordered.

According to Suryadilaga, et al. (2016: 158) An individual who has a high commitment is likely to see himself as a true member of the organization. According to Kreitner and Kinicki (2014) organizational commitment is an agreement to do something for yourself, other individuals, groups or organizations. Luthans (2011) The definition

of organizational commitment according to Mowday, Porter and Steers is composed of three factors, namely: a strong desire to remain a member of the organization, a great willingness to work for the organization and strong belief and acceptance of organizational values and goals.

Robbins and Judge (2011) define Organizational Commitment as a condition in which employees side with a particular company and its goals, and intend to maintain membership in that company. In other words, organizational commitment is related to the high desire of employees to share and sacrifice for the company. Organizational commitment is valuable for the entire organization, and not just for jobs, or work groups.

Basically a person works because of the desire to fulfill his life needs. The impulses that exist in a person with other people are different so that human behavior tends to be different in doing his job. Robbins (2012) defines motivation as a process that determines the intensity, direction and persistence of individuals in an effort to achieve goals. Meanwhile, according to Rivai, (2012) motivation is a set of attitudes and values that influence individuals to achieve more specific things according to individual goals. These attitudes and values are invisible things that give strength to encourage individuals to behave in achieving goals. Mangkunegara (2013) defines motivation as a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. According to Sastrohadiwiryo (2013). Motivation is internal and labor relations in the process of fostering, developing and directing resources within a company.

Achievement of maximum goals is the result of good team or individual performance and vice versa failure to achieve the goals that have been formulated is also the result of individual or team performance that is not optimal. Dessler (2015) argues that performance is work performance, namely the comparison between work results and predetermined standards. Meanwhile, according to Mangkunegara (2012) Performance is the result of work both in quality and quantity that is achieved by a person in carrying out tasks according to the responsibilities given. According to Rivai and Basri (in Aswandi 2013) performance is the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results.

Based on the performance improvement theory above which is assumed to have a positive impact on performance improvement, based on the results of previous research on the research *gap* which obtained results that did not have a significant effect on the independent variable on the dependent variable, the research was conducted by: Sasanti, MN, Indrawati, M., & Muninghar, M. (2020). With the research results, work motivation does not have a significant effect on employee performance at the Bojonegoro Regency Agricultural Service. Research by Dewi, PP, Riyadi, S., & Priyawan, S. (2021). The results in this study prove that work motivation and competence have no significant effect on employee performance while the work environment and organizational commitment have a significant effect on employee performance. Research by Rizal, MF, & Widyasunu, P. (2019). With the results of the study showing that *punishment* (X2) partially does not have a significant effect on employee performance (Y). research by Zulkifli, Z., & Pratama, ZP (2022). The results show that *rewards* have no partial effect on employee performance.

Based on the theory of increasing employee performance above, and supported by similar previous research results, the research object chosen was the Department of Agriculture and Food Security in Bondowoso Regency. As one of the economic pillars of Bondowoso Regency in rural areas, the agricultural sector is one of the development priorities. The strategic role of agriculture is clearly described through the provision of food, raw materials for the feed industry, absorbing labor, sources of income and preserving the environment through farming practices based on local resources. The role of agriculture for food crops and horticulture in economic development is not only required to accelerate economic growth but can actually increase the welfare of farmers, reduce poverty and help provide employment. For this reason, the program for the development of food crops, horticulture, plantations and food security is designed to be able to increase the productivity, welfare and independence of farmers according to the vision and mission that has been set. The work plan for the Department of Agriculture and Food Security for Bondowoso Regency for 2022 is based on the 2018-2023 strategic plan which was prepared based on the results of an evaluation of the implementation of the Level II Regional Budget (APBD) for Bondowoso Regency for 2022 and the current year (2021) and based on community input/aspirations through the mechanism for deliberations on development planning in stages starting from the Village Development Planning Deliberation, the Sub-District Development Planning Deliberation, the District Development Planning Deliberation, to realize the Bondowoso District Agriculture and Food Security Agency as a quality public service provider institution. Development planning meeting activities will be continued to a higher level, namely provincial development planning meetings and national development planning meetings so that development plans that are not covered by district development plans can be proposed through development planning meetings at a higher level.

Measurement of activity performance and measurement of performance targets for the Regional Apparatus Organization of the Agriculture and Food Security Service of Bondowoso Regency is carried out through the establishment of Performance Indicators that describe the level of achievement of an activity that has been determined. Determination of performance indicators is followed by determining the amount of performance indicators for each type of indicator that has been determined. Furthermore, an analysis of the performance achievements of the Regional Office of Agriculture and Food Security of Bondowoso Regency was carried out based on the results of measuring the performance of activities within a target, an analysis of performance achievements was carried out on that target. Performance measurement is carried out using key performance indicators. This measurement is done by looking at performance data. The Agriculture and Food Security Service of Bondowoso Regency is one of the regional apparatuses whose duties include agriculture and plantations. Therefore the achievement of service performance is more on the

analysis of productivity and production resulting from the programs and activities that have been implemented. The 2020 programs and activities are different from 2021, this is because the 2021 programs and activities follow according to Ministry of Home Affairs Regulation 90. The following details the program indicators for 2020 and 2021.

The Work Plan of the Bondowoso Regency Agriculture and Food Security Service was prepared with the intention of providing an overview of what agricultural development is, why agricultural development needs to be continuously improved, what are the strategies for building resilient agriculture and plantations by utilizing local resources, where agricultural development will be focused according to the vision, Mission, Goals and Targets of the Work Plan of the Department of Agriculture and Food Security, Who will be the object of agricultural development so that it is not misdirected, How many human resources, natural resources are needed and no less importantly how much budget is needed to achieve the performance targets set set. The aim of preparing the work plan for the Service of Agriculture and Food Security of Bondowoso Regency is so that existing resources are used effectively and efficiently on the basis of local resources to achieve the greatest prosperity of the people.

Every plan that is designed definitely has goals to be achieved, there are objectives of the plan, with what programs or activities the plan will be realized. Program is a policy instrument that contains one or more activities carried out by the organization as a form of strategy and policy implementation in order to achieve goals and objectives. The program can also be interpreted as a collection of systematic and integrated activities to get results carried out by one and several government agencies or in the framework of cooperation with the community to achieve certain goals. The Department of Agriculture and Food Security is one of the Regional Apparatuses of Bondowoso Regency as technical implementers in agriculture and plantations. The Department of Agriculture also has technical implementation in every sub-district of Bondowoso Regency. The program implementation data is contained in the following table:

Table 1 Program Implementation Data Available in the Agriculture and Food Security Service of Bondowoso Regency .

No	Work program	Target realization of the program 100%
1.	Provision of Infrastructure to Support Other Food Self-Reliance	91.7%
2.	Provision and Distribution of Other Food in accordance with the Requirements of the Regency/City Region in the framework of Stabilizing Food Supply and Prices	88.4%
3.	Implementation of achieving the target of food consumption per capita/year in accordance with the nutritional adequacy rate	89.5%
4.	Regency/City Authority Food Insecurity Handling	85.1%
5.	Implementation of District/City Regional Fresh Food Safety Supervision	90.9%
6.	Supervision of the Use of Agricultural Support Facilities According to Commodities, Technology and Local Specifics	88.3%
7.	Management of Genetic Resources (SDG) for Animals, Plants and Micro Organisms Regency/City Authority	87.7%
8.	Program Provision and Development of Agricultural Infrastructure	89.0%
9.	Construction of Rehabilitation and Maintenance of Agricultural Reservoirs	87.5%
10.	Management of Sustainable Food Agricultural Land/LP2B, Sustainable Food Agricultural Areas/KP2B and Sustainable Food Agricultural Reserves/LCP2B	86.2%
11.	Control and Management of District/City Agricultural Disasters	91.9%
12.	Control of Plant Pest Organisms (OPT) for Horticultural Food Crops and Plantation	90.7%
13.	Implementation of Agricultural Extension	88.3%

Source: Department of Agriculture and Food Security, Bondowoso Regency (2022).

Based on the main tasks and functions as well as the work program data contained in table 1 at the Bondowoso Regency Agriculture and Food Security Service, it shows that of the 13 work program indicators the program realization target has not reached the expected target, the data obtained is relatively high but the performance results have not been optimal. So in this study, researchers obtained research phenomena based on the results of observations that had been made by researchers on objects determined by God at the Department of Agriculture and Food Security in Bondowoso Regency, while the research phenomenon obtained was "lack of effectiveness of employee performance in carrying out tasks and functions" . The research phenomena obtained will then be evaluated by raising several important factors in

order to minimize the problems obtained and assumed to be able to improve performance, the supporting factors selected are the research solutions, then these factors include reward, punishment, organizational commitment *and work motivation* on the performance of Department employees Agriculture and Food Security in Bondowoso Regency.

This is because not all employees of the Bondowos Regency Agriculture and Food Security Office received a reward in the form of TPP (Additional Employee Income). Only employees with PNS status receive TPP, while Employees with Work Agreements (P3K) and Regional Field Daily Workers (THLD) do not receive TPP. So that this creates a gap between employees. Because both civil servants and first aid have the same workload. Furthermore, it relates to sanctions/ *punishments* that are binding on all employees, especially employees who receive TPP, because employee work discipline is really considered. When employees arrive late or leave early, they will immediately receive a direct penalty in the form of a TPP deduction.

These two factors will also encourage or motivate employees to improve their performance so that they are committed to continuing to work at the Agriculture and Food Security Office of Bondowos Regency o. Because the main factor for motivating employee work is the factor of fulfilling the basic needs of employees. These needs are generally met by the suitability of the salary and benefits that employees get. If the needs of employees can be met by becoming an employee at the Department of Agriculture and Food Security in Bondowos Regency, of course employees will not have the desire to move to another agency. So that in order to improve the performance of the Agriculture and Food Security Office of Bondowos Regency , it is necessary to suitably *reward and punish* to provide motivation and commitment to motivation.

Based on the background and problem identification that has been discussed, there are several factors that affect employee performance. One of them is the factor of facilities and infrastructure, budget support, and human factor (HR). So that the discussion in this study is more focused on the problems and solutions given to the research object. So the limitation of the problem is measuring the performance of employees at the Agriculture and Food Security Service of Bondowoso Regency using performance measurement variables namely awards, sanctions, organizational commitment and work motivation.

In order to facilitate research, it is necessary to create a research conceptual framework that describes a relationship between the independent variables, in this case rewards, sanctions, organizational commitment and work motivation, to the dependent variable, namely employee performance. In accordance with the hypothesis and literature review, the following conceptual framework was compiled:

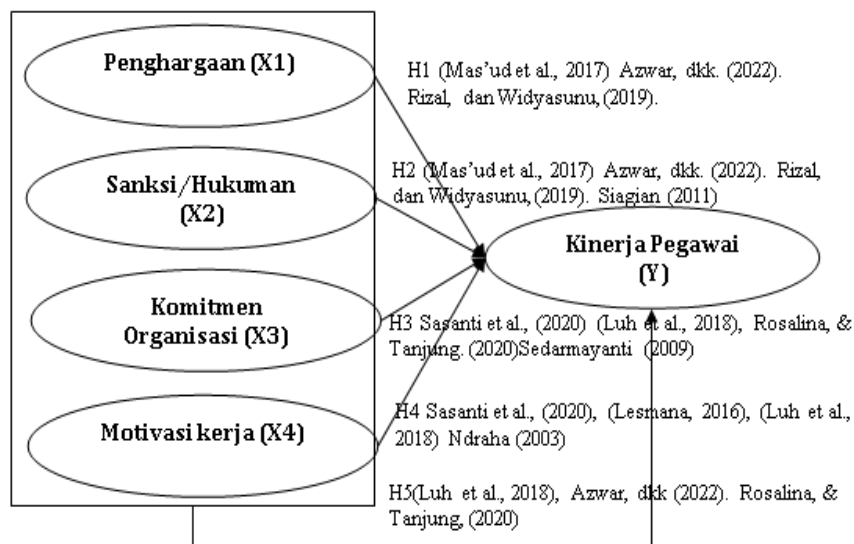


Figure 1 Conceptual Framework .

METHODS

The time of this research was carried out for 3 months, namely from February to April 2023. The location of this research was carried out at the Department of Agriculture and Food Security, Bondowoso Regency with a total population of 209 employees. According to Arikunto (2008: 116) "Determining sampling, if less than 100, it is better to take all of them so that the research is a population study. If the number of subjects is large, it can be taken between 10-15% or 20-55% or more depending on the amount of:

1. The ability of researchers seen from the time, energy and funds.
2. Narrow area of observation of each subject, because this involves a lot of funds.
3. The size of the risk borne by researchers for researchers with large risks, of course if the sample is large the results will be better.

Referring to the opinion above, the number of samples used in this study was 30% of the total population, namely: $50\% \times 209 = 104.5$ is rounded up to 105 employees as respondents. This study uses a sampling technique that is *nonprobability sampling* with *purposive sampling technique*. According to Sugiyono (2016) that: "*purposive sampling* is a sampling technique for data sources with certain considerations." The reason for using the *Purposive Sampling technique* is because not all samples have criteria that match the phenomenon being studied. Therefore, the authors chose the *Purposive Sampling technique* which established certain considerations or criteria that had to be met by the samples used in this study. The criteria for determining respondents are as follows:

1. Respondents who have worked at the Department of Agriculture and Food Security in Bondowoso Regency at least 3 years. This is because employees with this tenure understand the work culture, motivation and work discipline of employees.
2. Employees with civil servant status

RESULTS

Multiple Linear Regression Analysis

Based on the research data collected for both the dependent variable (Y) and the independent variable (X_1, X_2, X_3, X_4) which were processed using the SPSS 25 for Windows 13 program, it can be seen in the following table:

Table 2. Recapitulation of Multiple Linear Regression Analysis Results

		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	10.419E-16	0.040		0.000	10,000		
	<i>Rewards</i>	0.243	0.063	0.243	3,868	0.000	0.411	2,433
	<i>Punishment</i>	0.027	0.074	0.027	0.360	0.720	0.296	3,383
	<i>Commitment</i>	0.253	0.083	0.253	3,045	0.003	0.235	4,253
	<i>Motivation</i>	0.493	0.065	0.493	7,525	0.000	0.380	2,633

Source: Data processed by researchers (2023)

Based on the table above, the multiple linear regression equation can be obtained as follows:

$$\hat{Y} = 10.419E-16 + 0.234 X_1 + 0.027 X_2 + 0.253 X_3 + 0.493 X_4 + \dots e$$

Information:

\hat{Y} = Dependent variable, i.e. Performance

X_1 = Independent variable, namely *Reward*

X_2 = Independent variable, namely *Punishment*

X_3 = Independent variable, namely organizational commitment

X_4 = Independent variable, namely work motivation

e = residual value/ probability of error.

Based on the multiple linear regression equation it shows the meaning and it can be explained that:

- a. The constant value is **10.419E-16** thus the value of this constant shows the magnitude of the value of the performance variable of the Bondowoso District Agriculture and Food Security Service employee. of **10.419E-16** meaning that if the variables *reward*, *commitment*, *organizational commitment* and *work motivation* are assumed to be equal to zero or constant, then the employee's performance is good enough because it has a positive value.
- b. *reward* variable coefficient is **0.234X₁** which means that if *the reward* is increased, it will improve ASN performance with the assumption that the variable *punishment*, *organizational commitment* and *work motivation* do not change.

- c. *punishment* variable is $0.027X_2$ which means if *punishment* is increased it will improve ASN performance with the assumption that the variable *reward* , organizational commitment and work motivation do not change.
- d. The variable coefficient of Organizational Commitment is $0.253 X_3$ which means that if organizational commitment is increased, ASN performance will increase with the assumption of the *reward variable punishment* , and work motivation did not change.
- e. The variable coefficient of Organizational Commitment is $0.493X_4$ which means if work motivation is increased it will improve ASN performance assuming the *reward variable punishment* and organizational commitment did not change.

The results of the multiple linear regression above show that the independent variables namely *reward* , *punishment* , organizational commitment and performance environment have a positive effect on the dependent variable, namely performance. Apart from that, from these results it can be seen that the dominant independent variable is the work motivation variable of 0.493 4.

4.5.1. Simultaneous Statistical Test (F-test)

Simultaneous test or F test is a joint test to test the significant effect of the variables *reward* , *punishment* , organizational commitment and employee motivation on the performance of the Agriculture and Food Security Office of Bondowoso Regency . Then the results of the F- test can be seen in the following table:

Table 3 Statistical Test Results (F-test)

		ANOVA ^a				
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	87,069	4	21,767	128,561	0.000b -
	residual	16,931	100	0.169		
	Total	104,000	104			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Punishment, Reward, Commitment

Source: Data processed by researchers (2023)

Based on statistical testing using the F test method, where the significant level obtained is $0.000 < 0.05$. Because the p -value is smaller than α ($0.000 < 0.05$) then $H_0 =$ there is no effect of *reward* , *punishment* , organizational commitment and work motivation simultaneously on the performance of the Bondowoso Regency Agriculture and Food Security Service employees. rejected. meaning that the variables *reward* , *punishment* , organizational commitment and work motivation simultaneously influence the performance of employees of the Department of Agriculture and Food Security in Bondowoso Regency.

Partial Statistical Test (t-test)

reward , *punishment* , *organizational commitment* and *work motivation*) partially influences the variable Y (performance). Based on the results of processing using SPSS version 25 for Windows 13 , the results of the t test are obtained, the results of which are summarized in the following table:

Table 4 Recapitulation of Test Results t

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	std. Error	Betas				
1	(Constant)	10,419E-16	0,040		0,000	10,000		
	<i>Reward</i>	0,243	0,063	0,243	3,868	0,000	0,411	2,433
	<i>Punishment</i>	0,027	0,074	0,027	0,360	0,720	0,296	3,383
	Komitmen	0,253	0,083	0,253	3,045	0,003	0,235	4,253
	Motivation	0.493	0.065	0.493	7,525	0.000	0.380	2,633

Source: Data processed by researchers (2023)

- a. *Rewards* (X_1)
The value t_{hitung} for the *reward* variable is 3.868, with a significant value of $0.000 < 0.05$. Because the p -value is smaller than α ($0.000 < 0.05$), this means that the *reward* variable partially influence the performance of the Agriculture and Food Security Office of Bondowoso Regency.
- b. *Punishment* (X_2)
The value t_{hitung} for this *punishment* variable is 0.360, with a significant value of $0.720 > 0.05$. Because the p -value is greater than α ($0.720 > 0.05$), meaning that the *punishment* variable has no partial effect on the performance of the Bondowoso Regency Agriculture and Food Security Service employees.
- c. Organizational commitment (X_3)
 t value t_{hitung} for this *punishment* variable is 3.045, with a significant value of $0.003 < 0.05$. Because the p -value is smaller than α ($0.003 < 0.05$) it means that the organizational commitment variable has a partially significant effect on the employees of the Agriculture and Food Security Office of Bondowoso Regency.
- d. work motivation (X_4)
The value t_{hitung} for this *punishment* variable is 7.525 with a significant value of $0.000 < 0.05$. Because the p -value is smaller than α ($0.000 < 0.05$) it means that the variable of work motivation has a partial effect on the employees of the Agriculture and Food Security Office of Bondowoso Regency

Coefficient of Determination (R^2)

The results of the analysis of the influence of *reward* (X_1), *punishment* (X_2), organizational commitment (X_3), and work motivation (X_4), on employee performance (Y) as in the table above, show the value of the coefficient of determination or *Adjusted R square* shows a value of 0.831, from these results it means that all independent variables (*reward*, *punishment*, commitment and work motivation) have a contribution of 83.1% to the dependent variable (performance) with a very strong level of determination, and the remaining 16.9% influenced by other factors outside of this study.

DISCUSSION

Effect of *Reward* on Employee Performance

Based on the second hypothesis, *rewards* affect employee performance. After testing the hypothesis, the results obtained stated that *the reward* had a significant effect on the performance of the employees of the Agriculture and Food Security Office of Bondowoso Regency. proven to be true or H_2 is accepted. This could be due to aspects related to *rewards* that have been able to create employee performance. These aspects are salaries, benefits, bonuses/incentives, interpersonal rewards and award promotions.

Based on the descriptive results of the results of the overall answers to the *reward variable indicators*, most of them stated that they agreed in response to the question/statement items regarding *rewards* at the Agriculture and Food Security Office of Bondowoso Regency. The most dominant indicator of the *reward variable* is interpersonal appreciation ($X_{1.4}$), that is, the respondent feels that he has received interpersonal appreciation from his superiors. This shows that the superiors/leaders of the National Agriculture and Food Security staff in Bondowoso Regency who were respondents to this study often gave verbal or verbal appreciation for the work that had been completed. The form of appreciation in the form of thanks, recognition or praise to subordinates will certainly have a positive impact that can affect employee performance.

In general, giving *rewards* to employees aims to improve employee performance so that company goals can be achieved, besides that with *rewards*, employees feel that their contribution is appreciated so that it spurs employee performance to increase. It can be said that employee performance is influenced by the existence of *rewards* both from salary, benefits, bonuses, interpersonal awards in the form of praise, promotions, achievement in the form of satisfaction and pride, as well as from autonomy. Mansyur (2014) states that *reward* has a significant effect on employee performance.

In addition to the expert opinions that have been discussed, the results of this study are supported by empirical evidence conducted by (Koencoro, (2012) Sisworo, Sampeadi and Apriono (2014), Suryadilaga (2016) which states that reward has an influence on *employee* performance.

Effect of *Punishment* on Employee Performance

Based on the second hypothesis, *punishment* affects employee performance. After testing and analyzing the data, the results obtained stated that *punishment* had no significant effect on the performance of the Bondowoso Regency Agriculture and Food Security Service employees. This was proven to be true or H_2 was rejected. This could be due to the aspects related to *punishment* that have been able to improve the performance of the Agriculture and Food Security Office of Bondowoso Regency. These aspects include minimizing mistakes, more severe punishments, punishments with explanations and punishments given immediately.

Based on the descriptive results, it shows that the overall answer to the *punishment variable* is the staff of the Agriculture and Food Security Office of Bondowoso Regency. most of them stated that they agreed on the four indicators of *the punishment variable* at the Agriculture and Food Security Office of Bondowoso Regency. The most dominant indicator agreed by the respondents was that the respondents felt that for every violation that occurred, the sanctions given were always hastened (X_{2.4}). Thus, employees feel that their wrong work and actions immediately get a response for further follow-up in the form of improving work attitudes and behavior. This action will certainly be a lesson and experience for employees, so that later they will not repeat the same mistakes.

In accordance with the opinion of H Mangkunegara (2000) argues that *punishment* is a threat of punishment that aims to improve violating employees, maintain applicable regulations and provide lessons to violations. These lessons can later change the attitude of employees who are not good enough to be even better so that it has an impact on more profitable and professional performance. In general, giving *punishment* to employees aims to improve employee performance so that company goals can be achieved, besides that with *punishment* employees will feel more responsible for the work assigned to them so that their performance will improve. The results of this study agree with Rizal, MF, & Widyasunu, P. (2019) *Punishment* (X₂) partially has no significant effect on employee performance.

In addition to the expert opinions that have been discussed, the results of this study contradict empirical evidence conducted by (Mas'ud et al., 2017), Azwar, MR, Meutia, M., & Budiastira, K. (2022). which states that *punishment* has an influence on employee performance.

The Effect of Organizational Commitment on Employee Performance

Based on the third hypothesis, organizational commitment affects employee performance. After testing and analyzing the data, the results obtained stated that organizational commitment had a significant effect on the performance of the employees of the Department of Agriculture and Food Security in Bondowoso Regency. The hypothesis proposed is not proven or H₃ is accepted. This could be due to aspects of organizational commitment related to the performance of the Bondowoso District Agriculture and Food Security Service employees. These aspects include employee willingness, employee loyalty and pride.

Based on the descriptive results of the research, the overall answer to the variable Commitment to the organization of the Agriculture and Food Security Office of Bondowoso Regency. most stated that the response agreed on all indicators of organizational commitment. The most dominant indicator chosen by the respondent was that the respondent felt that he would continue to have a career at the Agriculture and Food Security Service in Bondowoso Regency (X_{3.2}) meaning that the desire and awareness of employees to continue to be part of the organization due to certain factors. In general, the most important factor influencing this desire is the type of staffing that makes it impossible to move to the organization. The type of staffing at the Department of Agriculture and Food Security of Bondowoso Regency is difficult functional and has little possibility of becoming a structural employee.

According to Robbins and Judge (2011) defines Organizational Commitment as a condition in which employees side with a particular company and its goals, and intend to maintain membership in that company. In other words, organizational commitment is related to the high desire of employees to share and sacrifice for the company. Organizational commitment is valuable for the entire organization, and not just for jobs, or work groups. Employee commitment itself is relative to the individual in identifying his involvement in the organization itself (Wibawa, 2015). the results of this study are supported by empirical evidence conducted by Sasanti et al., (2020), Sasanti, MN, Indrawati, M., & Muninghar, M. (2020). (Luh et al., 2018), Rosalina, D., & Tanjung, MSB (2020). which states that organizational commitment has an influence on employee performance.

Effect of work motivation on employee performance

Based on the fourth hypothesis, work motivation influences employee performance. After testing and analyzing the data, the results obtained stated that work motivation had a significant effect on the performance of the employees of the Agriculture and Food Security Office of Bondowoso Regency. proved true or H₂ is accepted. This could be due to aspects of work motivation relating to the performance of employees of the Bondowoso District Agriculture and Food Security Service. These aspects are as follows physiological needs, safety needs, social needs, esteem needs and self-actualization needs

From the results of the overall answers to the work motivation variable of the Department of Agriculture and Food Security in Bondowoso Regency. most stated that the response agreed on all indicators work motivation. The most dominant indicator chosen by the respondents felt that they had received appreciation and recognition and were not treated arbitrarily (X_{4.4}). This statement is clearly rarely found in the field, considering that arbitrary action is no longer a culture in any organization. A work culture that is capable of motivating employees is giving awards and recognition for the work that has been achieved by employees of the Agriculture and Food Security Office of Bondowoso Regency.

Ishak and Hendri (2003:12) argue that "motivation as a main thing that drives every motive to work". Motivation is often interpreted as a driving factor for one's behavior. Two things related to performance are the willingness or motivation of employees to work, which generates employee effort and the ability of employees to carry

it out. In addition to the expert opinions that have been discussed, the results of this study are supported by empirical evidence conducted by Sasanti et al., (2020), (Lesmana, 2016), (Luh et al., 2018), Rosalina, D., & Tanjung, MSB (2020). which states that work motivation have an influence on employee performance.

CONCLUSION

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

1. The test results prove that partially *rewards* have a positive and significant effect on employee performance. The most dominant *reward* indicator influencing employee performance is salary.
2. The test results prove that partially *punishment* has no significant effect on employee performance. *Punishment* indicator the most dominant influence on employee performance is a more severe punishment.
3. The test results prove that partially organizational commitment has a significant effect on employee performance. The most dominant indicator of organizational commitment influencing employee performance is employee loyalty.
4. The test results prove that partially work motivation has a positive and significant effect on employee performance. Work motivation indicator The most dominant influence on employee performance is the need for self-esteem.
5. The test results prove that simultaneously *reward*, *punishment*, organizational commitment and work motivation have a positive and significant effect on employee performance.

RECOMMENDATIONS

The suggestions that can be given based on the results of the research are as follows:

1. Based on the results of the study, it shows that the work motivation variable has the highest influence on employee performance. So it is suggested to the leadership of the Department of Agriculture and Food Security of Bondowoso Regency to pay attention to the factors that can increase employee motivation. Such as fulfilling the primary needs of employees by matching the salary and benefits received with the workload that is the responsibility of the employee.
2. *punishment* variable has the lowest and insignificant influence on employee performance. So the suggestion to the leadership of the Bondowoso Regency Agriculture and Food Security Service is to evaluate employees who are subject to employee sanctions/ *punishment* such as explanations regarding the punishments received and preventive measures for employees who often violate discipline so that they are subject to sanctions.
3. For future research it is recommended to consider other factors that also influence employee performance such as work discipline, competence and job satisfaction.
4. Future research can also broaden the research orientation to a different organizational scope or a wider population.

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