

EMPLOYEE PERFORMANCE: THE INFLUENCE OF WORK MOTIVATION, REWARD AND PUNISHMENT IN THE PASIRIAN PUSKESMAS BLUD, LUMAJANG DISTRICT

Adi Prasetyo
Institute Technology and Science Mandala
Telephone number, incl. country code
1st author's E-mail address

Yuniorita Indah Handayani
Institute Technology and Science Mandala
yuniorita@itsm.ac.id

Diana Dwi Astuti
Institute Technology and Science Mandala
diana@itsm.ac.id

ABSTRACT

This study explains the effect of work motivation, reward, and punishment on the performance of BLUD employees at the Pasirian Health Center, Lumajang Regency. The aim of the study was to analyze the effect of work motivation, reward, and punishment, partially and simultaneously, on the performance of BLUD employees at the Pasirian Health Center, Lumajang Regency. The population of this study was all employees at the Pasirian Health Center, Pasirian District, Lumajang Regency, totaling 70 people. The sampling technique used in this study is non-probability sampling with saturation sampling. The analytical method used is multiple linear regression. Based on the results of the data analysis, it shows that work motivation, reward, and punishment have a partial effect on employee performance. In addition, work motivation, reward, and punishment have a simultaneous effect on employee performance.

Keywords: Work Motivation, Reward, Punishment, Employee Performance, BLUD Puskesmas

1. INTRODUCTION

Changes in financial management in every aspect of government have experienced a shift in meaning, which has occurred as a result of the urgent need to keep up with existing conditions. This change is very important because funding needs are increasing but government resources are limited. As a result, state financial reform saw a shift in the budgeting system from traditional budgeting to performance-based budgeting. The government has created a legal basis for performance-based budgeting, such as Law Number 17 of 2003 concerning State Finances and Law Number 1 of 2004 concerning State Treasury. Article 68 and Article 69 of Law Number 1 of 2004 concerning State Treasury provide new direction that government agencies, which have the main task and function of providing services to the public, can implement flexible financial management patterns by prioritizing productivity, efficiency, and effectiveness.

Based on the Circular Letter of the Minister of Home Affairs No. 981/1011/SJ of 2019, human resource management in the governance pattern document created as an administrative requirement for BLUD at least discusses procurement, requirements, appointment, placement, working age limits, length of service, rights, obligations, reward and punishment system, as well as dismissal (PHK). The management of human resources at BLUDs has been explained in the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 79 of 2018 concerning Regional Public Service Bodies, which indicates that BLUD human resources consist of management officials and employees. It also explains the appointment and acceptance of BLUD employees, where this is adjusted to budget capacity and approval by the Regional Financial Management Officer.

Meanwhile, procuring BLUD employees and management officials is one of the BLUD responsibilities that plays a role in managing costs, including employee expenditure. The employee expenditure in question is the burden imposed by employees and BLUD management officials in the BLUD Work Unit. This is what causes changes in the form of assessment of human resources in work units that implement BLUD. Financial needs create a problem in themselves with the effectiveness of employees in work units that implement BLUD. This happens because there are conditions related to the performance of BLUD employees, the ability of employees, and the needs of employees in work units that implement BLUD that have an influence on the implementation of BLUD in work units. In fact, this can be seen from employee performance, which is comprehensive, causing problems by looking at the relationship between employee performance and improving the implementation of BLUD in work units. (Emmanuel & Nwuzor, 2021:35)

Apart from that, human resource management in BLUDs requires a way to improve performance. The reward and punishment system is one of the best ways to improve performance in the implementation of BLUD at the Pasirian Community Health Center. The rewards given in monetary terms (incentives) are in the form of providing services

and non-monetary services such as awards and others, while punishments are in the form of penalties in the form of reductions in services up to employee disciplinary penalties.

Reward is defined by Pratama & Handayani (2022:63) as a form of reward, prize, or appreciation. Giving a pleasant reward after someone performs a desired behavior. A reward can be something tangible or intangible that an organization gives to employees, either intentionally or unintentionally, as a reward for the employee's potential or contribution to good work and for employees who apply positive values to satisfying certain needs. Meanwhile, Kentjana & Nainggolan (2018:977) explain that punishment is the threat of punishment, which aims to improve the performance of employees who violate, maintain applicable regulations, and provide lessons to violators. Basically, the purpose of giving punishment is so that employees who violate feel deterred and will not repeat their mistakes again.

Several studies have been carried out to look at the use of motivation, reward, and punishment in influencing performance. Agustin et al. (2022:1249) and Emmanuel & Nwuzor (2021:26) explain that there is an influence of giving rewards on performance. Meanwhile, research by Rumapea et al. (2018:63) shows that rewards have no influence on performance. Research by Astuti et al. (2018:31) and Sari et al. (2021:57) explains different results where their research found that awards had a negative or contradictory influence on performance. It is not only rewards that show differences in research results, but the effect of punishment on performance also provides different results. Tahupiah et al. (2019:57) and T. P. Sari & Ekowati, (2021:7) explain that there is no effect of punishment on employee performance. Meanwhile, research by Nompo & Pandowo (2020:288) dan Chairunnisa et al. (2022:162) found that there is an influence of punishment on performance. Research by Junaidi (2017:36) and Gunawan et al. (2022:137) explains that there is an influence of motivation on performance. These results are also supported by Dhuge (2022:72), who explains that motivation has an influence on employee performance. Meanwhile, the research results of Widjaja & Ginanjar (2020:47) and Hidayat (2021:16) show that there is no influence of motivation on performance.

The gap between previous research that defines the use of reward and punishment causes differences in results. Even systemized use still experiences problems. Based on this, it is necessary to carry out more concrete research by taking the financial performance system in BLUDs, which is based on the use of reward, punishment, and motivation variables, which are some of the factors for assessing financial performance in BLUDs. Apart from that, the use of motivation variables is a supporting variable for performance. According to some experts, these differences cannot be separated from the definitions of reward, punishment, motivation, and performance. According to Meyrina (2017:140), one of the ways to achieve the goal of successful bureaucratic reform in every organization in the government is through the implementation of rewards and punishment. This implementation cannot be separated from the organization's desire for progress in implementing performance. Apart from that, the implementation of rewards and punishments is also aimed at providing motivation for employees to develop.

Implementation of employee, organizational, and financial performance has an impact on increasing the BLUD of community health centers. Sobandi (2019:8) explains that the impact of PPK-BLU implementation on financial performance is divided into three categories, namely: (a) PPK-BLU implementation has positive financial performance; (b) PPK-BLU implementation has negative financial performance; and (c) implementation of PPK-BLU has no impact on financial performance. The difference in impact is influenced by the organization's ability to change the mindset of all employees, willingness to plan, consistency in implementation, and flexible use of PPK-BLU management tools.

This is a problem that needs to be researched. The research gap found by researchers is not only in the results of previous research and existing phenomena, but with the results of studies carried out by researchers, it is found that there is a need to conduct research on the performance of human resources in BLUD community health centers using motivation, reward, and punishment as one of the variables that have an influence on performance. The basis for implementing existing rewards and punishments for employees has been carried out in accordance with Law Number 17 of 2007 concerning the 2005–2025 National Long-Term Development Plan, which explains employee rewards and punishments. The use of legal grounds as a research source creates a renewal aspect for researchers. Apart from that, the implementation of providing rewards and punishments in Lumajang Regency is based on a bureaucratic reform system with individual performance assessments in the human resources management system as well as improving the quality of public services as stipulated in Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010–2025. This causes the assessment of rewards and punishments to be systematized as an assessment that does not contain an element of individual assessment by the leader or work team but rather the provision of rewards and punishments based on individual performance. Based on this explanation, it is important to conduct research with the title "The Influence of Work Motivation, Reward, and Punishment on the Performance of BLUD Employees at the Pasirian Community Health Center, Lumajang Regency."

2. LITERATURE REVIEW

2.1 Work Motivation

Every organization certainly has a goal. To achieve these goals, highly motivated human resources are needed. Motivation is an important thing to make an employee do something for their organization, namely persist and fight to achieve goals. Organizational goals will be difficult to achieve if employees are not enthusiastic about carrying out the tasks assigned to them. To achieve this goal, not only by obtaining employees who are considered the most competent, but also by continuously providing motivation and creating a work environment that can increase enthusiasm for carrying out their duties in the organization, Badu & Djafri (2017:83) explain that the term motivation

is a loan term from the Latin "movere", which literally means "to move". Gunawan et al. (2022:139) explain that an employee's desire and encouragement to continue to think creatively and innovatively in order to achieve more optimal work results is known as work motivation. Representatives who are motivated will have high enthusiasm to complete each task focused on getting something they need or require, such as compensation, awards, prizes, and recognition from pioneers and colleagues. A series of tasks and obligations that must be carried out in order to achieve organizational or company goals will be driven by the level of employee motivation. These duties and obligations contain elements such as generating, directing, maintaining, showing intensity, being continuous, and having a purpose. Based on the description above, it can be concluded that mutation is an activity or desire to act according to one's wishes. This activity comes from desires and goals that have the same similarities and hopes.

2.2 Reward

When carrying out work as well as possible, individuals also want to get achievements and awards. Giving awards to individuals will influence motivation so that individuals will be more enthusiastic about completing work. Rewards can be in the form of incentives, bonuses, or praise for individual performance. One of the strongest factors influencing individual performance is the reward system. Management can use rewards to improve employee performance. Management can also use rewards to attract employees who have the skills to work in their organization. Performance appraisals, paychecks, salary increases, and bonuses are important aspects of the reward system, but not only that, giving responsibility, autonomy, and significance are also part of the reward system (Silaen et al., 2021:38-39). Ratnasari et al. (2020:119) explain that awards are an aspect that measures the extent to which individuals feel satisfied with the awards given based on work results. Prizes are a kind of prize or appreciation that companies give to their employees for their achievements (Pratama & Handayani, 2022:62). Based on this understanding, researchers conclude that rewards are awards given as recognition of positive value towards an employee's work or performance.

2.3 Punishment

Threats are punishments aimed at improving the performance or quality of employees who violate rules or do not follow them. Companies must treat employees fairly and correctly when issuing rewards and punishments. Businesses cannot reward or punish employees based solely on their likes or dislikes. Giving gifts and discipline that are not justified will give rise to social jealousy between representatives, which will trigger negative work relationships and clearly affect the quality or performance of workers (Nompo & Pandowo, 2020:289). Sari & Ekowati (2021:2) explain that punishment is a law or regulation that functions as a control for employees, allowing them to work more effectively and comply with existing labor regulations. Meanwhile, Febrianti et al. (2014:3) explain that punishment is intended to correct employees who violate the law, uphold applicable regulations, and instruct violators. Based on the explanation from the expert above, it can be concluded that punishment is a company's way of providing treatment to improve employee performance that is negative or not good for the company's goals.

2.4 Employee Performance

For organizations, the benefits of performance management are aligning organizational goals with team and individual goals, improving performance, motivating workers, increasing commitment, supporting core values, improving training and development processes, increasing the skill base, seeking continuous improvement and development, and creating a planning basis. careers, helps keep skilled workers from leaving, supports total quality and customer service initiatives, and supports culture change programs. Performance in the Indonesian thesaurus means ability, appearance, achievement, and capacity. According to The Scriber-Bantam English Dictionary, performance comes from the word "to perform," which has several meanings, namely: (a) to do, carry out, carry out; (b) fulfill or carry out an obligation of an intention or vow; (c) carry out or perfect responsibility; and (d) doing something expected by a person or machine (Haryono, 2018:11). Silaen et al. (2021:2) argue that performance is an effort to achieve organizational goals legally, without violating the law, and in accordance with morals and ethics, in accordance with the authority and responsibility of each individual. Meanwhile, Haryono (2018:13) explains that individual performance is the result of a person's work, which is influenced by individual competence, organizational support, and management support.

3. RESEARCH METHODS

This research uses quantitative research. The research sample was all employees, both ASN and non-ASN, who worked at the Pasirian Community Health Center BLUD, totaling 70 people. The data analysis technique uses multiple linear regression, classical assumption testing, and instrument testing.

4. RESEARCH RESULTS AND DISCUSSION

The research results show that the research data shows the following:

Table 1. Results of a Descriptive Analysis of Work Motivation Variables

No	Questionnaire Items	STS	%	TS	%	R	%	S	%	SS	%	N	Mode	Criteria
1	Results of Descriptive Analysis of Work Motivation Variables	0	0%	0	0%	18	26%	29	41%	23	33%	70	29	S

No	Questionnaire Items	STS	%	TS	%	R	%	S	%	SS	%	N	Mode	Criteria
2	I feel the desire to always work optimally	0	0%	0	0%	19	27%	25	36%	26	37%	70	26	SS
3	I am motivated to work better than before	0	0%	0	0%	19	27%	35	50%	16	23%	70	35	S
4	I feel the enthusiasm to do work all the time	0	0%	0	0%	16	23%	28	40%	26	37%	70	28	S
5	I innovate when faced with a job to get the job done quickly	0	0%	0	0%	14	20%	34	49%	22	31%	70	34	S

Based on table 1, it is known that the highest answer values in criteria S are in statements one, three, four, and five. As for the second statement item, most respondents answered the SS criteria. then in the next variable the following answers are obtained.

Table 2. Results of a Descriptive Analysis of Reward Variables

No	Questionnaire Items	STS	%	TS	%	R	%	S	%	SS	%	N	Mode	Criteria
1	Awards are given when I can develop my work skills	0	0%	0	0%	19	27%	26	37%	25	36%	70	26	S
2	Every job will have work allowances.	0	0%	0	0%	23	33%	17	24%	30	43%	70	30	SS
3	I am aware of my ability to get the job done.	0	0%	0	0%	20	29%	22	31%	28	40%	70	28	SS
4	The Puskesmas will give rewards when I and my work team achieve the desired goals.	0	0%	0	0%	30	43%	21	30%	19	27%	70	30	R
5	Leaders give appreciation to employee performance.	0	0%	0	0%	19	27%	22	31%	29	41%	70	29	SS

Based on table 2, it is known that the highest answer value in criteria S is in the first statement. Then in the next variable the following answers are obtained.

Table 3. Results of a Descriptive Analysis of Punishment Variables

No	Questionnaire Items	STS	%	TS	%	R	%	S	%	SS	%	N	Mode	Criteria
1	The Community Health Center places restrictions on several work activities.	0	0%	0	0%	21	30%	34	49%	15	21%	70	34	S
2	Reprimands and warnings will be given when mistakes are made.	0	0%	0	0%	18	26%	32	46%	20	29%	70	32	S
3	Punishments will be given for committing a criminal act or making a major mistake that causes losses to the company.	0	0%	0	0%	20	29%	28	40%	22	31%	70	28	S
4	An early warning in the form of a letter of reprimand or warning from the leadership will be given when a mistake is made.	0	0%	0	0%	18	26%	21	30%	31	44%	70	31	SS
5	The leader always	0	0%	0	0%	21	30%	27	39%	22	31%	70	27	S

No	Questionnaire Items	STS	%	TS	%	R	%	S	%	SS	%	N	Mode	Criteria
	supervises the work carried out for evaluation at the end of the work.													

Based on table 3 it is known that the highest answer values in criteria S are in statements one, two, three, and five. Then in the next variable the following answers are obtained.

Table 4. Results of a Descriptive Analysis of employee performance Variables

No	Questionnaire Items	STS	%	TS	%	R	%	S	%	SS	%	N	Mode	Criteria
1	Puskesmas assesses the speed of employees when completing work by looking at the quantity produced.	0	0%	0	0%	15	21%	33	47%	22	31%	70	33	S
2	Puskesmas assesses work ability by looking at the results of the work carried out.	0	0%	0	0%	19	27%	28	40%	23	33%	70	28	S
3	Puskesmas assesses employees' desire to work by looking at the timeliness of work completion.	0	0%	0	0%	26	37%	17	24%	27	39%	70	27	SS
4	I always complete work in an effective and efficient manner.	0	0%	0	0%	20	29%	23	33%	27	39%	70	27	SS
5	Work discipline is an obligation that must be carried out by all employees.	0	0%	0	0%	19	27%	22	31%	29	41%	70	29	SS

Based on table 4 it is known that the highest answer value in criteria S is in the first and second statements. The results of the validity and reliability tests can be found in the following table.

Table 6. Validity Test Results

No	Item	Pearson Correlation	R table	Description
1	X11	0.463	0.2319	Valid
2	X12	0.486	0.2319	Valid
3	X13	0.476	0.2319	Valid
4	X14	0.404	0.2319	Valid
5	X15	0.330	0.2319	Valid
6	X21	0.251	0.2319	Valid
7	X22	0.447	0.2319	Valid
8	X23	0.491	0.2319	Valid
9	X24	0.472	0.2319	Valid
10	X25	0.456	0.2319	Valid
11	X31	0.258	0.2319	Valid
12	X32	0.517	0.2319	Valid
13	X33	0.408	0.2319	Valid
14	X34	0.459	0.2319	Valid
15	X35	0.527	0.2319	Valid
16	Y1	0.399	0.2319	Valid

Table 6. Validity Test Results

No	Item	Pearson Correlation	R table	Description
17	Y2	0.305	0.2319	Valid
18	Y3	0.524	0.2319	Valid
19	Y4	0.427	0.2319	Valid
20	Y5	0.377	0.2319	Valid

Based on table 6 shows that the statement items of all variables show valid and can be done for other tests. Next, the reliability test will be carried out as follows.

Table 7. Reliable Test Results

No	Variable	Cronbach's Alpha if Item Deleted	Reliability Index	Description
1	X1	0.968	0.7	Reliable
2	X2	0.963	0.7	Reliable
3	X3	0.964	0.7	Reliable
4	Y	0.963	0.7	Reliable
5	X1	0.968	0.7	Reliable

Based on table 7 shows the variables used are reliable and can be carried out research. Next, a classic assumption test is carried out which consists of a normality test, multicollinearity test and heteroscedasticity test. The results of the subsequent test results are shown as follows.

Table 8. Data Normality Test Results

Asymp. Sig. (2-tailed)	Kolmogorov Index	Description
0,177	0,05	Normal

Normal P-P Plot of Regression Standardized Residual

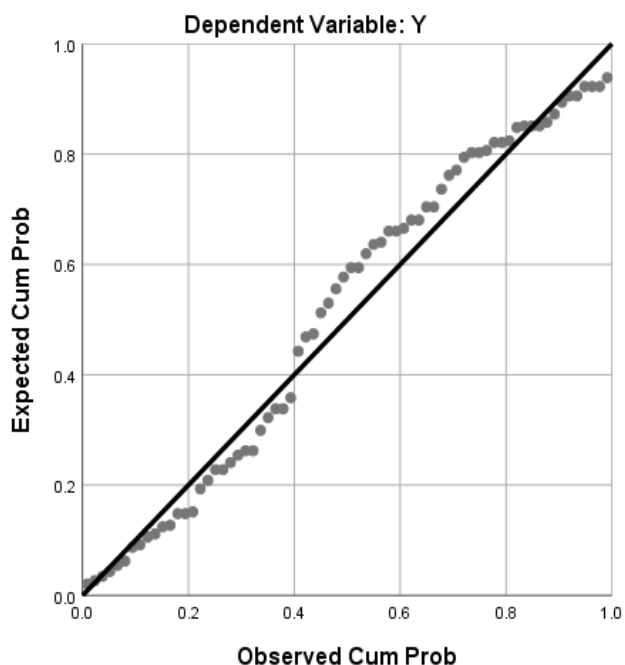


Figure 1. Plot of normality test results

Table 8 shows normal data results which can be interpreted as data that have no similarities or are intentional. then the next test is carried out as follows.

Table 9. Multicollinearity Test Results

No	Variable	Tolerance	VIF
1	X1	0.162	6.186
2	X2	0.149	6.728
3	X3	0.137	7.303

Based on table 9 it can be seen that the vif value lies between 1 and 10 and the tolerance value is above 0.1, it can be concluded that the data does not experience multicollinearity. Then the heteroscedasticity test was carried out as follows.

No	Variable	Sig
2	X1	0,592
3	X2	0,271
4	X3	0,052

Based on table 10 shows a sig value of more than 0.05, it can be concluded that there is no heteroscedasticity. then carried out path analysis test as follows:

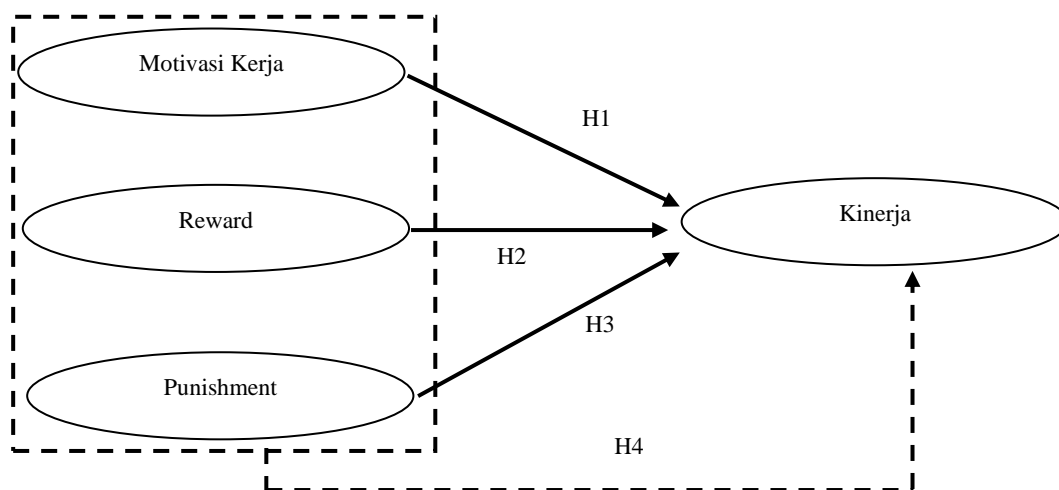


Figure 1. General Model Multiple linear regression

Based on Figure 1, the results are as follows:

Table 11. Multiple linear regression test results

No	Variable	t	Sig
1	(Constant)	1.458	0.872
2	X1	0.228	0.105
3	X2	0.471	0.102
4	X3	0.235	0.111

Dependent Variable:
employee performance

Based on table 11 The results of the multiple linear equations can be explained as follows:

- a. The constant value is positive, namely 1.458, indicating that the value of the employee performance variable is good with the assumption that work motivation (X1), reward (X2), and punishment (X3) are equal to 0.
- b. The coefficient of the work motivation variable (X1) is 0.228 (positive, indicating a unidirectional relationship), meaning that the higher the work motivation (X1), the better employee performance will be, and vice versa, if work motivation (X1) decreases, employee performance will also decrease with the assumption of reward. (X2) and punishment (X3) are constant or fixed.
- c. The reward variable coefficient (X2) is 0.471 (positive, indicating a unidirectional relationship), stating that the greater the reward (X2) an employee receives, the higher the employee's performance will be, and vice versa, the lower the employee receives, the lower the employee's performance will be with the assumption of work motivation (X1) and punishment (X3) being constant or fixed.
- d. The coefficient of the punishment variable (X3) is 0.235 (positive, indicating a unidirectional relationship), stating that the better the implementation and implementation of punishment (X3), the higher employee performance will be with the assumption that work motivation (X1) and reward (X2) are constant.

The t test was carried out to test the independent variables (work motivation, reward, and punishment) against the dependent variable (employee performance) individually. The t test results are described in the table as follows:

Table 11. t Test Results

No	Variable	t _{hitung}	t _{tabel}	Sig	Information
1	X1	2.179	1.995	0,033	Significant influence
2	X2	4.604	1.995	0,000	Significant influence
3	X3	2.112	1.995	0,038	Significant influence

Dependent Variable: employee performance

Based on Table 11, the t test results show a partial t test, where to test each independent variable, t_{tabel} results are required at a significance level of 5% with degrees of freedom $(n - 2 - 1) = 70 - 2 - 1 = 67$, then obtained t_{tabel} = 1.995. The testing criteria will be explained as follows:

If $t_{count} \leq t_{table}$, then H₀ is rejected and H₁ is accepted.

If $t_{count} > t_{table}$, then H₀ is accepted and H₁ is rejected.

- a. First Hypothesis H1: The Influence of Work Motivation on the Performance of BLUD Employees at the Pasirian Health Center, Lumajang Regency
The results of the t test on variable This means that H1 is accepted with a significance level of 0.033, which is below the significance limit of 0.05. So it can be concluded that work motivation has a significant effect on employee performance.
- b. Second Hypothesis H2: The influence of rewards on the performance of BLUD employees at the Pasirian Health Center, Lumajang Regency
The results of the t test on variable This means that H2 is accepted with a significance level of 0.000, which is below the significance limit of 0.05. So it can be concluded that rewards have a significant effect on employee performance.
- c. Third Hypothesis H3: The Effect of Punishment on the Performance of BLUD Employees at the Pasirian Health Center, Lumajang Regency
The results of the t test on variable This means that H3 is accepted with a significance level of 0.038, which is below the significance limit of 0.05. So it can be concluded that punishment has a significant effect on employee performance.

The f test is usually used to prove that the independent variables (work motivation, reward, and punishment) together have an effect on the dependent variable (employee performance). The results of the t test are described in the table as follows:

Table 12. F Test Results

F _{hitung}	F _{tabel}	Sig
166,283	2.7355	0,000

Dependent variabel : employee performance

- d. Fourth Hypothesis H4: The influence of work motivation, reward, and punishment together on the performance of BLUD employees at the Pasirian Health Center, Lumajang Regency
Based on Table 12 F Test Results, the f test results on variables X1 show a simultaneous influence of work motivation, reward, and punishment on employee performance.

based on this can be described as follows.

- a. The research results explain that there is an influence of work motivation on employee performance. This is in accordance with the results of the research analysis that has been carried out, showing that the calculated t value is greater than the t table. The results of the analysis that has been carried out also show that work motivation plays a role in improving employee performance. In accordance with the first statement, which states, "Being the best is job satisfaction in my opinion," the respondent agreed, which can be interpreted as the respondent attaching importance to self-satisfaction in carrying out the work. So when self-satisfaction is felt, the level of performance increases. So the results of this research can be concluded that the role of work motivation in work has a big impact on employee performance. The greater the motivation felt by employees, the better the employee's performance will be. This condition cannot be separated from the employee environment, which creates work motivation and has an impact on employee performance. The continuous provision of motivation has an impact on employee performance. Some examples of what is done in providing motivation include holding a morning assembly every Monday led by the BLUD Leader of the Pasirian Community Health Center, which must be followed by all community health center employees where the mandate conveyed is providing motivation. Then there is a mini-workshop, which is held once a month internally, and the material is provided by each sector and service unit so that the results of the services that have been provided previously and the plans that will be carried out in the future are known.
- b. The research results explain that rewards have an influence on employee performance. This is in accordance with the results of the research analysis that has been carried out, showing that the calculated t value is greater than the t table. The results of this analysis are strengthened by the respondents' answers to the questionnaire. The first statement, which stated, "Awards are given when I can develop my work abilities," received an agreeable answer from the respondent. This can be explained as follows: the rewards given do not make people arrogant or show off, but rewards make employees a tool for developing themselves to make their performance better again. The results of the analysis that has been carried out can conclude that rewards have an influence on employee performance. The condition of reward itself in the research is not in the form of a plaque or trophy, but in the form of appreciation, work allowance in the form of providing services in the form of materials or money, which is given once a month in addition to the salary or wages given in accordance with applicable regulations and calculated properly and systematically. with various indicators that have been determined and mutually agreed upon and other things that can be done at the Pasirian Community Health Center. This is done to improve employee performance directly and make employees feel appreciated for all the work and health services, both direct and indirect, that have been carried out optimally at the Pasirian Community Health Center.
- c. The research results explain that punishment has an influence on employee performance. This is in accordance with the results of the research analysis that has been carried out, showing that the calculated t value is greater than the t table. The results of this analysis are supported by the respondents' answers to the questionnaire given by the researcher. The first statement, which stated, "Puskesmas imposes prohibitions on several work activities," received an affirmative answer, which could be interpreted as the puskesmas implementing rules that must be followed by employees as a prohibition on making mistakes at work. This notification is carried out with the aim of providing rules that create better work attitudes, thereby improving employee performance. The punishment carried out at the Pasirian Community Health Center was carried out with the aim of improving employee performance. Several things related to the provision of punishment or penalties that have been applied include a reduction or cut in the provision of services. If employees commit violations such as arriving late or not submitting reports on programs and activities targeted at them, then the points in the calculation of service services will be reduced so that receipts are automatically reduced. If the employee in question commits a serious disciplinary violation, the employee concerned will receive a disciplinary penalty in accordance with applicable provisions, so the service received will only be 30% of the total services obtained each month until the time limit specified in the decree determining the disciplinary penalty. This is done to ensure that employees in an organized manner can perform well in accordance with their main duties and functions and applicable regulations, so that it can be concluded that providing punishment for employee mistakes will improve employee performance.
- d. The research results show that there is a simultaneous influence between work motivation, reward, and punishment on employee performance. This is shown by the coefficient value of 88.3%, which can be interpreted as the ability of the variables to jointly influence employee performance. The interpretation results that have been explained for each variable carried out can be the reason why employee performance is carried out in line with the budgeted financial performance. This is done because the relationship between financial performance and employee performance is in line with community health centers that implement BLUD. Optimal financial performance conditions make employee performance even better. Apart from that, the implementation of financial performance cannot be separated from providing motivation, rewards, and punishment. Good financial performance will make employee performance optimal by providing environmental conditions at the Community Health Center that suit employee needs. In fact, in the field, it also shows that the implementation of good financial performance at the BLUD at the Pasirian Community Health Center helps provide motivation, rewards, and punishments to employees, thereby improving employee performance.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the researchers' calculations, it was found that:

- a. Work motivation has an influence on employee performance. This can be interpreted as the motivation felt by employees, which is able to improve employee performance.
- b. Rewards have an influence on employee performance. This can be interpreted as the appreciation received by employees being able to improve employee performance.
- c. Punishment has an influence on employee performance. This can be interpreted as a punishment received by an employee or a warning received by an employee that is able to improve employee performance.
- d. Work motivation, reward, and punishment have a simultaneous influence on employee performance. This can be interpreted as meaning that together, the independent variables have an influence on the dependent variable.

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