

THE EFFECT OF REWARDS AND PENALS AND TRAINING ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENTS AS INTERVENING VARIABLES

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ABSTRACT

The purpose of this study was to determine directly or indirectly the effect of rewards and punishments and training on employee performance through organizational commitment as an intervening variable at the Bondowoso Regency Environmental and Transportation Agency. The number of samples in this study was 114. The analytical technique used was the Structural Equation Model (SEM) using WarpPLS 5.0. The results of data analysis show that the variable rewards and punishments have a significant effect on organizational commitment, training has a significant effect on organizational commitment, rewards and punishments have a significant effect on employee performance, training has a significant effect on employee performance, organizational commitment has a significant effect on employee performance.

Keywords: Rewards and Punishments, Training, Commitment and Performance

INTRODUCTION

Human resources are important assets and play a role as the main driving factor in the implementation of all agency activities or activities, so they must be managed properly through Human Resource Management (HRM). According to Desseler (2015), human resource management is the process of acquiring, training, appraising, and compensating employees and for managing labor relations, health and safety, and matters relating to justice.

Meanwhile, to improve performance, managers provide incentives for workers who can provide work performance that exceeds the expected performance standards. In addition to wages, salaries and incentives, leaders often provide other additional receipts in an effort to better appreciate their work performance. In other words, the company provides awards or rewards (Wibowo 2016). Meanwhile, according to Mahmudi (2005) "award is a positive

assessment of employees". Punishment or punishment is also defined as a tool used by leaders to communicate with employees so that they are willing to change a behavior as well as an effort to increase awareness and availability of someone obeying all rules and regulations. company regulations and applicable social norms (Rivai 2004).

The importance of employee work ability in carrying out their duties and functions, training is one way to increase knowledge in their field. According to Wilson (2012) Build training itself is a process to maintain or improve employee skills to produce effective work. According to Wilson (2012) said that training (training) is a learning process that involves the acquisition of skills, concepts, rules, or attitudes to improve employee performance. Meanwhile, according to Wursanto (2011), training is a process of developing employees both in the fields of skills, knowledge, skills, expertise as well as employee attitudes and behavior.

Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. According to Jennifer and Gareth (2012), there is a dimension of organizational commitment, namely affective commitment, namely commitment when the employee becomes a member of an organization, is happy, believes, and feels good to be there. Sopiah, (2008) suggests that employees have high organizational commitment when: have trust and accept the goals and values of the organization, desire to strive towards achieving organizational goals, have a strong desire to survive as a member of the organization. According to Luthans (2006) organizational commitment is a strong desire to remain as a member of a particular organization,

Performance (performance) is defined as the work of an employee, a management process or an organization as a whole, where the results of the work must be shown concrete evidence and can be measured (compared to predetermined standards). Hasibuan (2011), said that "Employee performance depends on ability, work effort and job opportunities which are assessed from the output". Timpe (2011), suggests that performance (job performance) is: "The level of individual performance, namely the desired outcome of individual behavior.

Based on the theory which states that there is an influence in improving performance, then based on the results of previous studies, there are research results which state that there is a research gap in Wasiati researchers (2018), indicating that rewards and punishments either partially or jointly have a positive and non-significant effect. on job satisfaction. Reward and job satisfaction partially have a positive and non-significant effect on employee performance, while punishment partially has a negative and non-significant effect on employee performance. Together, reward, punishment and job satisfaction have a positive effect on employee performance. Thus, all hypotheses proposed in this study are accepted.

Subsequent research was conducted by Hok, Hubeis, and Kuswanto (2014), research using multiple linear regression analysis showed that motivation had a significant effect on performance, but training had no significant effect on performance. Research (2016), shows simultaneously that the variables of competence, job satisfaction and organizational commitment have an effect on employee performance. Partially only the competence variable, which affects the performance of employees. While the variables of job satisfaction and organizational commitment have no effect on employee performance.

Based on the performance theory and supported by the results of similar previous studies, the research object selected is in The Department of Environment and Transportation of Bondowoso Regency has employees with competencies that do not support each other between their education, work experience, and training. An example of a position as a financial manager with competencies required for D3 Management/Accounting education, but held by someone

from another department. There are also several functional positions such as archivist (archives manager) carried out by employees who are not in accordance with their competencies. According to Romberg (2007) an employee has high competence if the employee has work experience, educational background that supports the profession, has expertise/knowledge, and has skills.

Observations in Bondowoso Regency Environment and Transportation Service, it is known that the overall work discipline of employees has not optimal. Based on observations in the field, the condition of some employees is not comply with the regulations set by the agency. The Department of Environment and Transportation of Bondowoso Regency has made significant progress, but there are still various regional development problems, which are gaps between the current and planned development performance and lead to the achievement of increasing community welfare. Potential regional development problems generally arise from strengths that have not been utilized optimally, weaknesses that are not addressed, opportunities that are not exploited, and threats that are not anticipated.

As an initial description of how OPD problems are solved, each problem is also identified the determinants of its success in the future. The critical success factors are critical factors, performance results, and other factors that have high leverage in solving development problems or in realizing the successful implementation of government affairs.

The implementation of the top priority programs related to the Environment and Transportation Service, of course there are inhibiting and driving factors for the Environmental and Transportation Service's service to the achievement of the vision, mission and programs of the local government. Strategic issues are one of the enrichment of external environmental analysis on development achievements for the last 5 (five) years, as well as problems that are still faced in the future by identifying conditions or things that must be considered or put forward in development planning because of their significant impact on the entity (region/community).) in the future. A condition/event that becomes a strategic issue is a situation which, if not anticipated, will cause greater losses or vice versa.

The formulation of strategic issues is carried out by analyzing various facts and information that have been identified to be selected as strategic issues as well as conducting a study of the vision, mission and programs of the elected Regent and Deputy Regent, so that the formulation of the resulting issues is in line with the aspirations and expectations of the community towards the Regent. and the elected Deputy Regent and government policies in the medium term. Development planning is intended, among other things, so that OPD services are always able to align themselves with the environment and the aspirations of service users. Therefore, attention to the mandate of the community and its external environment is an outside-in planning that should not be ignored. Based on the issues above, the researchers can summarize the problems that exist in the Department of Environment and Transportation.

Table 1. Issues at the Department of Environment and Transportation Kab. Bondowoso

No	Environmental Affairs	Program realization	Transportation Affairs	Program realization
1	waste management and environmental hygiene	82%	It is necessary to improve the service of road equipment facilities and infrastructure to minimize traffic accidents in accident-prone locations	78%

No	Environmental Affairs	Program realization	Transportation Affairs	Program realization
2	Limited waste management facilities and infrastructure	72%	The need for increased socialization / awareness raising awareness of traffic order in order to reduce the number of traffic accidents	85 %
3	The socialization and outreach have not been carried out evenly due to budget constraints	79%	It is necessary to increase the operation of justice in the field of traffic in order to reduce the number of traffic accidents	80%
4	Lack of green open space as a public space	81%	-	-
5	Not yet optimal handling of B3 waste	74%	-	-

Source: Department of Environment and Transportation Kab. Bondowoso (2021)

Based on the problem data above, it can be seen that the target for the realization of the work program at the Department of Environment and Transportation Kab. Bondowoso by showing the results of the realization of the problem issue program at the District Environment and Transportation Service. Bondowoso, then the performance phenomenon in this study is: the lack of effectiveness of employee performance in carrying out their main tasks and functions, so that in this study, researchers tried to raise several factors that were assumed to be important in improving employee performance by providing solutions related to the influence of the variable rewards and sanctions as well as training which is assumed to improve employee performance through employee commitment as an intervening variable.

RESEARCH METHODS

Research design

Based on the consideration of the research objectives, this research will be descriptive and verification where descriptive research is research that aims to obtain a description or description of training rewards and punishments, organizational commitment, and employee performance. While verification research is to determine the relationship between variables through a hypothesis testing based on data in the field. Since this research consists of descriptive and verification conducted through data collection in the field, there are 2 (two) survey methods applied, namely descriptive surveys and explanatory surveys. Therefore, the type of investigation (investigation type) in this study is the type of causality. The unit of analysis in this main research is the employee of the Department of Environment and Transportation Kab. Bondowoso

Population and Sample

Determination of the sample in this study using the slovin formula. The Slovin formula is a formula or formula to calculate the minimum sample size if the behavior of a population is not known with certainty. This formula was first introduced by Slovin in 1960. This Slovin formula is commonly used in survey research where the number of samples is usually very large, so a formula

is needed to get a small sample but can represent the entire population. The Slovin formula can be seen based on the following notation:

$$n = \frac{300}{1 + (300 \times 0,05^2)}$$

$$n = \frac{300}{1 + (300 \times 0,0025)}$$

$$n = \frac{300}{1 + 0,75} = 171.42 \text{ rounded up to } 171$$

Referring to the calculation results above and based on the considerations that have been put forward, then the number of samples used in this study were 171 respondents. The sampling technique used in this study is non-probability sampling, namely the purposive sampling method. Purposive sampling is a sampling technique based on certain considerations, where the sample is obtained from a certain target group who is able to provide the desired information because they do have the information and they meet the criteria determined by the researcher (Augusty.F, 2006). The considerations used in selecting respondents are based on the provisions that the respondents in this study are as follows:

- a. employees who have attended training.
- b. Have an education level of S1
- c. Have a minimum rank and class IIIa

RESULT ANALYSIS

a. Outer Model Evaluation

Validity test

The validation test criteria is to use the loadings factor criteria (cross-loadings factor) with a value of more than 0.70 and average variance extracted (AVE) with a value exceeding 0.50 for the convergent validity test and for the discriminant validity test using a comparison of the roots of the AVE with correlation between variables. The construct AVE value should be higher than the correlation between latent variables (Solihin and Ratmono, 2013). The results of WarpPLS 5.0 are as follows:

Table 2 Combined loadings and cross-loadings

	X1	X2	Z	Y	Type (a	SE	P value
X1.1	0.765	0.643	-0.476	-0.367	Reflect	0.065	<0.001
X1.2	0.714	0.232	-0.107	-0.689	Reflect	0.066	<0.001
X1.3	0.752	-0.889	0.463	0.302	Reflect	0.065	<0.001
X1.4	0.826	-0.304	0.262	0.128	Reflect	0.064	<0.001
X1.5	0.760	0.717	-0.300	-0.125	Reflect	0.065	<0.001
X1.6	0.683	-0.414	0.152	0.783	Reflect	0.066	<0.001
X2.1	0.166	0.864	-0.418	0.077	Reflect	0.064	<0.001
X2.2	0.088	0.753	-0.257	0.718	Reflect	0.065	<0.001
X2.3	-0.907	0.755	0.768	-0.151	Reflect	0.070	<0.001
X2.4	-0.591	0.750	0.702	-0.198	Reflect	0.069	<0.001
X2.5	0.648	0.771	-0.190	-0.569	Reflect	0.065	<0.001

	X1	X2	Z	Y	Type (a	SE	P value
Z1.1	-0.002	-0.480	0.763	0.222	Reflect	0.065	<0.001
Z1.2	-0.123	0.204	0.777	-0.267	Reflect	0.065	<0.001
Z1.3	0.128	0.273	0.762	0.050	Reflect	0.065	<0.001
Y1.1	-0.035	0.348	0.101	0.840	Reflect	0.064	<0.001
Y1.2	0.385	0.335	-0.041	0.784	Reflect	0.065	<0.001
Y1.3	0.093	-0.887	0.109	0.738	Reflect	0.066	<0.001
Y1.4	-0.235	-0.044	0.143	0.775	Reflect	0.065	<0.001
Y1.5	-0.208	0.177	-0.322	0.761	Reflect	0.065	<0.001

Source : Processed by researchers (2021)

Reliability Test

Reliability testing is carried out with the aim of ensuring that the research instrument used can provide a consistent measurement of the concept without any bias. The results of WarpPLS 5.0 data processing are as follows:

Table 3 Reliability Test

Composite reliability coefficients

X1	X2	Z	Y
0.886	0.809	0.811	0.886

Cronbach's alpha coefficients

X1	X2	Z	Y
0.845	0.706	0.750	0.839

Source : Processed by researchers (2021)

The basis used in the reliability test is the value of Composite reliability coefficients and Cronbach's alpha coefficients above 0.7. The results in table 3 show that the questionnaire instrument in this study has met the requirements of the reliability test.

b. Inner Model Evaluation

Direct Effect Path Coefficient Calculation

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect effect of rewards and sanctions (X1) and training (X2) on employee commitment (Z) and employee performance (Y) in Bondowoso Regency. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient values can be seen in the following table:

Table 4. Coefficient Value of Direct Effect Path

<i>Path coefficients</i>				
	X1	X2	Z	Y
X1				
X2				
Z	0.258	0.582		
Y	0.468	0.362	0.159	

<i>P values</i>				
	X1	X2	Z	Y
X1				
X2				
Z	<0.001	<0.001		
Y	<0.001	<0.001	<0.016	

Source: processed by researchers (2021)

- The results of testing the reward and sanctions variable (X1) on employee commitment obtained a Path coefficient value of 0.258 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05), then H0 is rejected, thus there is a significant effect of rewards and sanctions (X1) on employee commitment (Z).
- The results of testing the training variable (X2) on employee commitment (Z) obtained a Path coefficient value of 0.582 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05), then H0 is rejected, thus there is a significant effect of training (X2) on employee commitment (Z).
- The results of testing the reward and sanctions variable (X1) on employee performance (Y) obtained a Path coefficient value of 0.468 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05), H0 is rejected, thus there is a significant effect of rewards and sanctions (X1) on employee performance (Y).
- The results of testing the training variable (X2) on employee performance (Y) obtained a Path coefficient value of 0.362 with an -value of 0.001. Because the -value is smaller than (0.001 < 0.05), then H0 is rejected, thus there is a significant effect of training (X2) on employee performance (Y).
- The results of testing the employee commitment variable (Z) on employee performance (Y) obtained a Path coefficient value of 0.159 with an -value of 0.016. Because the value of -value is smaller than (0.016 < 0.05), then H0 is rejected, thus there is a significant effect of employee commitment (Z) on employee performance (Y).

Indirect Influence Pathway

Indirect effect testing is done by looking at the results of the path tested, if all the paths traversed are significant then the indirect effect is also significant, and if there is a non-significant path then the indirect effect is said to be non-significant. The indirect effect path coefficient is presented in table 5.

Table 5. Coefficient of Indirect Effect Path

Indirect effects for paths with 2 segments

	X1	X2	Z	Y
X1				
X2				
Z				
Y	0.041	0.093		

P values of indirect effects for paths with 2 segments

	X1	X2	Z	Y
X1				
X2				
Z				
Y	0.002	<0.001		

Source: Processed by researchers (2021)

Indirect effect of rewards and sanctions (X1) on the employee performance variable (Y) through the employee commitment intervening variable (Z) of 0.002, which is smaller than the direct effect of the reward and sanctions variable (X1) on the employee performance variable (Y) which is 0.041.

The indirect effect of the training variable (X2) on employee performance (Y) through the employee commitment intervening variable (Z) is 0.001 which is smaller than the direct effect of the training variable (X2) on the employee performance variable (Y) which is 0.093. Thus it can be stated that rewards and sanctions (X1) and training (X2) affect employee performance (Y) through employee commitment (Z) with a smaller value than the direct effect.

Hypothesis Model

Hypothesis testing is based on the results of the analysis of the PLS SEM model which contains all the variables supporting the hypothesis test. The PLS model with the addition of the employee commitment variable as a mediating variable explains that the addition of the variable will provide an additional contribution as an explanation of employee performance.

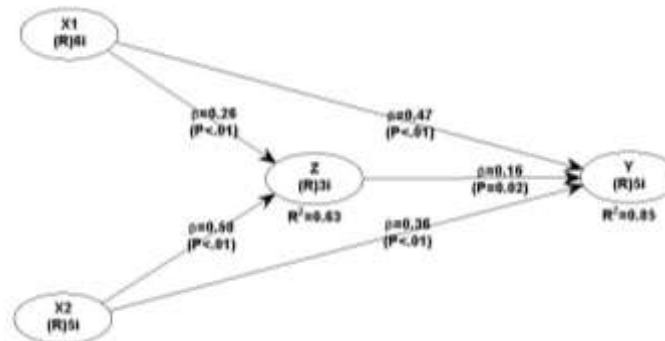


Figure 1 Path Analysis Results

Structural Model Testing

The research model test was conducted to see the suitability of the model built in the study. A good research model will be able to describe the suitability of the relationship between the variables in the study. The use of WarpPLS 5.0 has provided calculation results that show the criteria used to assess whether the model is appropriate.

Table 6 Research Model Test

Description	Mark	Ideal
Average path coefficient (APC)	P 0.001	≤ 0.05
Average R-squared (ARS)	P 0.001	≤ 0.05
Average adjusted R-squared (AARS)	P 0.001	≤ 0.05
Average block VIF (AVIF)	2.960	≤ 3.3
Average full collinearity VIF (AFVIF)	4.127	≤ 3.3
Tenenhaus GoF (GoF)	0.644	big
Sympson's paradox ratio (SPR)	1	1
R-squared contribution ratio (RSCR)	1	1
Statistical suppression ratio (SSR)	1	≥ 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	1	≥ 0.7

Source : Processed by researchers (2021)

Based on table 6 it can be seen that each value in the study has met the ideal criteria. The values of APC, ARS, and AVIF that meet the ideal criteria indicate that the overall research model is good. The fit of the model can also be calculated using the goodness of fit index. The goodness of fit index (GoF) is defined as the geometric mean or root of the average communality and the average R² for all endogenous constructs (Tenenhaus et al., 2005). The GoF index shows the predictive power of the overall model. The GoF value has an interval between 0 to 1. A GoF value close to 1 indicates a good path model estimation (Akter, D'Ambra, and Ray, 2011). The GoF index for this research model is 0.369. Thus, the structural model that explains the relationship between the four variables has a good predictive power (fit).

Coefficient of Determination

The results of testing the structural model (inner model) can be seen in the R-square (R²) on each endogenous construct, the path coefficient value, t value and p value for each path relationship between constructs. The path coefficient values and t values in each path will be explained in the sub-discussion of the results of hypothesis testing. The value of R² is used to measure the level of variation in endogenous variables explained by a number of influencing variables (Hartono and Abdillah, 2009).

The results of the analysis of the effect of rewards and sanctions and training on employee commitment, show the coefficient of determination or R² of 0.634, from these results it means that all independent variables (awards and sanctions and training) have a contribution of 63.4% to the dependent variable (employee commitment). , and the remaining 36.6% is influenced by other factors not included in the study.

The results of the analysis of the effect of rewards and sanctions, training and employee commitment to employee performance, shows the value of the coefficient of determination or R square of 0.886, from these results it means that all independent variables (awards and sanctions, training and employee commitment) has a contribution of 84.6% to the dependent variable

(employee performance), and the remaining 15.4% is influenced by other factors not included in the study.

DISCUSSION

The Effect of Rewards and Sanctions on Employee Commitment

Based on the results of testing the variable rewards and sanctions on employee commitment, the coefficient value is 0.258 with a *-value* of 0.001. Because the *-value* is smaller than ($0.001 < 0.05$), H_0 is rejected so that there is a significant effect of rewards and sanctions on employee commitment. This means that rewards and sanctions have a significant effect on the commitment of Bondowoso Regency employees, proven true or H_1 is accepted.

Narimawati (2006) suggests that the construct of rewards and sanctions as an element of intellectual capital can be seen from three aspects of competence, namely intellectual, emotional, social aspects because the measurement of competence uses the dimensions of the level of knowledge, skills and education. This is in accordance with Lawler's theory which states that expertise is part of the input factors that affect employee commitment or dissatisfaction (Munandar 2012). Then the research of Amador, Nicolas and LE Villa, (2006) where the competency mismatch will be able to reduce the level of employee commitment. So the point is that employee commitment will be influenced by competence.

The results of this study have significant similarities with previous research conducted by Slamet, et al (2016); Panekenan et al (2019) with the results of the study stating that rewards and sanctions significant effect on employee commitment.

The Effect of Training on Employee Commitment

Based on the results of testing the training variable on employee commitment, the coefficient value is 0.582 with an *-value* of 0.001. Because the *-value* is smaller than ($0.001 < 0.05$), H_a is rejected so that training has a significant effect on employee commitment. This means that training has a significant effect on the commitment of Bondowoso Regency employees.

Employee commitment will be achieved if there is a suitability of employees with the job position they get. Employee placement means allocating employees to certain work positions (Rivai and Sagala, 2010). Employee placement is matching or comparing qualifications possessed with job requirements, and at the same time assigning tasks, jobs to prospective employees to be carried out (Ardana, 2012). Employees who are placed in certain positions must have the necessary competencies to carry out work effectively and efficiently.

This research is in line with the results of previous research conducted by Saputra, Hendrawan (2016); Adhar (2018); Nugraha, et al (2017); Nkosi, SM (2015) which states that training has a significant effect on employee commitment.

The Effect of Rewards and Sanctions on Employee Performance

Based on the results of testing the variable rewards and sanctions on employee performance, the coefficient value is 0.468 with an *-value* of 0.001. Because the *-value* is smaller than ($0.001 < 0.05$), H_0 is rejected, thus there is a significant effect of rewards and sanctions on employee performance. This means that rewards and sanctions have a significant effect on the performance of DLHP employees in Bondowoso Regency which is proven true or H_3 is accepted.

Rewards and sanctions are important aspects to support its performance. According to Sudarmanto, (2012) competence is the knowledge, skills, and abilities possessed by a person, which are part of him, so that he can perform certain cognitive, affective, and psychomotor

behaviors. Understanding and the meaning of competence according to Moeheriono, (2013) are the characteristics that underlie a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with criteria that are used as references, effective or excellent or superior performance in the workplace. or in certain situations.

This is supported by research conducted Wasiati (2018); Slamet, et al (2016); Wirawan and Afani (2018); Mas'ud (2017); Pandey, et al (2020); Putra, M., and Damayanti, NE (2020); Panekenan et al (2019) which states that there is a positive and significant direct influence rewards and sanctions for performance.

The Effect of Training on Employee Performance

Based on the results of testing the training variable on employee performance, the coefficient value is 0.362 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$), then H_0 is rejected, thus there is a significant effect of training on employee performance. Based on the fourth hypothesis, training has an effect on employee performance. This means that training has a significant effect on the performance of DLHP employees in Bondowoso Regency, it is proven true or H_4 is accepted.

Marwansyah (2010) stated "Placement is the assignment or reassignment of a worker to a new job or position." According to Hartatik (2014) "Training is job position analysis information that is used to place employees in jobs that match their skills so that they work effectively." According to Gaol (2014) "Training (Placement) is an initial arrangement or rearrangement of an employee in a new position that is different from the previous position."

This study has significant similarities with previous research conducted by Tjoen Hok, et al (2014) Hendrawan (2016); Adhar (2018); Nugraha, et al (2017); Hafifi, et al (2018); Pandey, et al (2020) which states that there is a positive and significant direct influence training on performance.

The Effect of Employee Commitment on Employee Performance

Based on the results of testing the employee commitment variable on employee performance, the coefficient value is 0.159 with an -value of 0.016. Because the value of -value is smaller than ($0.016 < 0.05$) then H_0 is rejected, thus there is a significant effect of employee commitment on employee performance. This means that employee commitment has a significant effect on the performance of DLHP employees in Bondowoso Regency which is proven true or H_5 is accepted.

According to Sutrisno (2012), defining employee commitment is an important issue that is considered in relation to employee work productivity and dissatisfaction is often associated with high levels of job demands and complaints. According to Wulantika, (2017) Employee commitment in general involves a person's attitude about his work. Because it involves attitudes, the notion of employee commitment includes various things such as the conditions and tendencies of a person's behavior. Satisfaction is not visible and tangible, but can be realized in a work result. One of the most important issues is encouraging employees to be more productive. (Robbins, 2015)

As for this study, there are significant similarities in results with previous research conducted by Slamet, et al (2016); Hendrawan (2016); Adhar (2018); Nugraha, et al (2017); Wardani, et al (2017); Loan, L. (2020).with the results of the study stating that employee commitment has a significant effect on performance. However, research Qomariah, N. (2012); Pandaleke (2016); Marsoit (2017) states that employee commitment has no significant effect on performance.

The Effect of Rewards and Sanctions on Employee Performance through Employee Commitment

Based on the sixth hypothesis, rewards and sanctions affect employee performance through employee commitment. After testing and analyzing the data, the results showed that the indirect effect of rewards and sanctions (X1) on the employee performance variable (Y) through the employee commitment intervening variable (Z) of 0.041, which is smaller than the direct effect of the reward and sanctions variable (X1) on the employee performance variable (Y) which is 0.468. The total effect of rewards and sanctions (X1) on employee performance (Y) is 0.510 with the details of the direct effect being 0.468 and the indirect effect being 0.041.

It can be concluded that if rewards and sanctions affect employee commitment and employee commitment affect employee performance DLHP Bondowoso Regency. So it can be concluded that rewards and sanctions indirectly have an influence on performance through employee commitment. If Bondowoso Regency DLHP employees have good employee competence and commitment, then they should be able to improve their performance.

The Effect of Training on Employee Performance through Employee Commitment

Based on the seventh hypothesis, training affects employee performance through employee commitment. After testing and analyzing the data, the results show that the indirect effect of the training variable (X2) on employee performance (Y) through the intervening variable of employee commitment (Z) is 0.093, which is smaller than the direct effect of the training variable (X2) on employee performance variable (Y) that is equal to 0.362. The total effect of training (X2) on employee performance (Y) is 0.455 with details of the direct effect of 0.362 and the indirect effect of 0.093.

It can be concluded that if the work environment affects employee commitment and employee commitment affects employee performance DLHP Bondowoso Regency. So it can be concluded that the work environment indirectly has an influence on performance through employee commitment. If Bondowoso Regency DLHP employees have a good work environment and employee commitment, then they should be able to improve their performance.

CONCLUSION

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

1. The test results prove that rewards and sanctions have a positive and significant effect on the commitment of DLHP employees in Bondowoso Regency.
2. The test results prove that training has a positive and significant effect on the commitment of DLHP employees in Bondowoso Regency.
3. The test results prove that rewards and sanctions have a positive and significant effect on the performance of DLHP employees in Bondowoso Regency.
4. The test results prove that training has a positive and significant effect on the performance of DLHP employees in Bondowoso Regency.
5. The test results prove that employee commitment has a positive and significant effect on the performance of DLHP employees in Bondowoso Regency.
6. The test results prove that there is an indirect effect of education level on employee performance variables through the intervening variable of employee commitment DLHP Bondowoso Regency whose value is smaller than the direct effect.

7. The test results prove the indirect effect of the training variable on employee performance through the intervening variable commitment of the Bondowoso Regency DLHP employee whose value is smaller than the direct effect.

Research Limitations

From the results of the discussion of the thesis, by looking at the background of the research, justification of the theory and research methods, it can be stated that some limitations of this research are:

1. This research is limited to the scope of the problem raised, namely the suitability of employee training with rewards and sanctions. So it is considered as a factor that is not optimal for employee performance. Based on the identification of employee performance, it is only based on 2 assessment indicators, namely SKP and KPI where the indicators for evaluating employee performance in general are not specified.
2. This study does not raise the issue of rewards and sanctions, namely data related to the number of employees who are subject to disciplinary sanctions or the form of applying sanctions for disciplinary violations.
3. The results of measuring employee performance in this study were only measured using three variables, namely training, rewards and sanctions and employee commitment.

Suggestion

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

1. Referring to the conclusion which states that rewards and sanctions have a positive and significant effect on employee commitment and employee performance, the Regional Government should Bondowoso Regency as much as possible increases attention and pays attention to aspects of employee satisfaction at work.
2. For future research, it is recommended to consider other factors that also influence employee commitment and employee performance such as leadership, career development and work discipline.
3. Further research can also use different or more specific objects in determining research respondents.

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