

THE EFFECT OF REWARD, PUNISHMENT, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN THE JEMBER REGENCY GOVERNMENT



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Abstract

Employee performance is a crucial element in achieving the effectiveness of public sector organizations. Efforts to improve performance depend not only on individual capabilities, but also on human resource management systems that are able to encourage motivation, job satisfaction, and work commitment. This study aimed to analyze the effect of reward, punishment, and organizational commitment on employee performance, with job satisfaction as an intervening variable in the Government of Jember Regency. This study was important considering the need for employee management strategies oriented toward improving performance and the quality of public services. This study employed a quantitative approach with an explanatory research design. Data were obtained from 300 Civil Servants within the Government of Jember Regency selected using proportional random sampling. Data were collected through structured questionnaires and analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) with WarpPLS 8.0 software to examine both direct and indirect relationships among variables. The results showed that reward, punishment, and organizational commitment had a positive and significant effect on job satisfaction. Reward had a positive but insignificant effect on employee performance. Punishment, organizational commitment, and job satisfaction had a positive and significant effect on employee performance. Job satisfaction was proven to mediate the effect of reward, punishment, and organizational commitment on employee performance. These findings indicate that reward policies do not always have a direct impact on performance improvement, but become more effective when they are able to enhance employee job satisfaction. This study provides theoretical contributions by strengthening the role of job satisfaction as a mediating mechanism, as well as practical contributions for local governments in designing a fairer, adaptive, and results-oriented performance management system.

Keywords: Reward, Punishment, Organizational Commitment, Job Satisfaction, Employee Performance, Public Sector

INTRODUCTION

Human resource management in the public sector encompasses merit-based recruitment processes, continuous training, objective performance appraisal, and the provision of fair compensation to enhance the quality of public services. Employee performance is defined as the work outcomes that reflect quality, quantity, and work behavior in carrying out tasks in a measurable and sustainable manner. Various studies indicate that employee performance is influenced by organizational and psychological factors, such as reward, punishment, organizational commitment, and job satisfaction. A fair and consistent system of rewards and sanctions can enhance perceptions of justice, job satisfaction, and employee commitment to the organization, which ultimately has a positive impact on performance. Previous studies have reported inconsistent findings regarding the influence of these factors, thereby creating a research gap, particularly concerning the role of job satisfaction as a mediating variable in the relationship between organizational policies and employee performance.

Based on a preliminary survey, reward, punishment, organizational commitment, job satisfaction, and employee performance are perceived as dominant factors within the work environment and are therefore selected as the focus of this study. Job satisfaction is understood as a psychological condition arising from perceptions of fairness between contributions and rewards, and is influenced by the work itself, salary, promotion, supervision, and work relationships. In the context of the Jember Regency Government, several issues persist, including weaknesses in employee development, supervision, work discipline, and the implementation of reward and punishment systems that are not yet optimal and tend to be subjective. These conditions impact low motivation, discipline, and performance among civil servants, as well as potentially reduce the quality of public services. The comprehensive empirical study is necessary to analyze the relationships among these variables in order to support improvements in human resource management systems and enhance the performance of local government employees.

Table 1.
Employee Performance Phenomenon Based on Employee Performance Indicators

No	Employee Performance Indicators	Empirical Data/ Phenomenon	Problem Conditions
1	Quality of Work	The percentage of program indicators achieved during 2021–2024 remained stagnant at 66.67% annually	This indicates that the quality of work outcomes of regional apparatus is not yet optimal, as program performance targets have not been fully achieved
2	Quantity of Work	The percentage of civil servants participating in career development increased from 29% (2021) to 99.14% (2024)	There is an increase in the number of employees participating in development programs; it does not fully reflect equal distribution and consistency across all work units

3	Timeliness	The percentage of civil servant performance appraisal reached 100% annually (2021–2024)	Administratively, performance appraisal is conducted on time; this does not guarantee the timely completion of all operational tasks
4	Effectiveness and Efficiency	The percentage of accurate personnel data increased from 89% (2021) to 99.60% (2024)	Data management effectiveness has improved, but there is still potential inefficiency due to data input errors and updating issues
5	Responsibility and Accountability	The percentage of disciplinary sanctions for civil servants is relatively low but fluctuates (0.12%–0.19%) during 2021–2024	There are still employees who violate work discipline, indicating that responsibility and accountability are not yet fully optimal

Source: Processed by the Researchers

Employee performance of civil servants (ASN) is a key factor in determining the success of organizational governance and the achievement of regional government performance targets. Based on performance achievement data for the 2021–2024 period, several indicators still demonstrate that employee performance is not yet optimal. This is reflected in the percentage of program indicators achieved, which has remained stagnant at 66.67% annually. This condition indicates that the quality of ASN work outcomes has not been fully capable of meeting the established targets, although administratively the programs continue to be implemented. The low level of target achievement reflects the existence of issues related to work quality and the effectiveness of task implementation within the local government environment.

In addition, from the perspective of work quantity and employee development, the percentage of civil servants receiving career development has increased significantly from 29% in 2021 to 99.14% in 2024. This increase has not been fully accompanied by improvements in the overall quality and effectiveness of performance. The fact that ASN performance appraisal reaches 100% annually indicates that the evaluation process has been conducted on time; this does not necessarily reflect the timeliness of task completion and the achievement of actual work outputs. In other words, administrative timeliness is not fully aligned with the substantive performance of civil servants in practice.

From the perspective of responsibility and accountability, there remains a fluctuating percentage of disciplinary sanctions among civil servants, although relatively low, indicating that violations of work discipline still occur. On the other hand, the level of accuracy of personnel data has shown considerable improvement, reaching 99.60% in 2024, which reflects progress in the effectiveness of data management. Nevertheless, the significant improvement in employee competence in recent years has not been fully translated into evenly distributed improvements in employee performance quality and effectiveness. This condition indicates the existence of a gap between the enhancement of individual ASN capacity and the performance outcomes expected by the organization.

RESEARCH METHOD

This study begins with the identification of variables as a fundamental step in determining the direction and quality of the research. Based on the problem formulation and hypotheses, the research variables are classified into independent, intervening (mediating), and dependent variables. The independent variables consist of reward, punishment, and organizational commitment, which theoretically influence employee performance both directly and indirectly. Job satisfaction is positioned as a mediating variable in the relationship between the independent variables and employee performance as the dependent variable. The operational definitions of each variable are formulated to ensure that the concepts under study can be empirically measured through clear and quantifiable indicators. Reward is operationalized through financial, welfare, career development, as well as psychological and social recognition aspects. Punishment is measured based on the levels of disciplinary sanctions, namely mild, moderate, and severe. Organizational commitment encompasses willingness to exert effort, loyalty, and pride in the organization, whereas job satisfaction and employee performance are measured using indicators that reflect employees' attitudes, perceptions, and work outcomes.

This study employs a quantitative approach with a systematically structured research design as a guideline for implementation. The data used consist of both primary and secondary data. Primary data are obtained directly from respondents through observation, interviews, questionnaires, and measurements based on research instruments, while secondary data are derived from official documents, reports, archives, and relevant scientific publications. The population of this study comprises all civil servants (ASN) within the Jember Regency Government, totaling 14,256 individuals. The sample is determined using a stratified random sampling technique to ensure representation of PNS, CPNS, and PPPK groups. The sample size is calculated using the Slovin formula; in practice, 300 respondents are utilized, considering research efficiency and limitations. The distribution of questionnaires is conducted proportionally and evenly across various regional work units to obtain representative and reliable data that can be generalized.

Primary data collection is carried out through questionnaires using a Likert scale, supported by interviews and observations, while secondary data are used to support the analysis. Data analysis is conducted using both descriptive and inferential approaches through Structural Equation Modeling based on Partial Least Squares (SEM-PLS), with the assistance of WarpPLS 8.0. The analysis begins with testing the measurement model (outer model) to evaluate the validity and reliability of indicators through convergent validity, discriminant validity, and construct reliability. Subsequently, the structural model (inner model) is tested to examine causal relationships among variables, coefficients of determination (R^2), path significance, predictive relevance (Q^2), and effect sizes (f^2). Hypothesis testing and mediation analysis are conducted to evaluate the role of job satisfaction as a mediating variable. The overall model fit is assessed using various goodness-of-fit indices, indicating that the proposed research model is adequate and capable of explaining the relationships among variables comprehensively.

RESULTS AND DISCUSSION

The object of this study is the Jember Regency Government, with a focus on the organizational structure and composition of regional apparatus as stipulated in Jember Regency Regional Regulation Number 1 of 2025, which amends Regional Regulation Number 3 of 2016. Based on this regulation, regional apparatus are classified into several types, including the Regional Secretariat, DPRD Secretariat, Inspectorate, Agencies (Dinas), Boards (Badan), and Sub-districts (Kecamatan). These entities are further categorized into Type A, Type B, and Type C according to the intensity and workload of their functions.

Type A agencies encompass various strategic sectors, including education, health, public works, social affairs, transportation, communication and informatics, youth and sports, cooperatives and MSMEs, population administration, manpower, agriculture, environmental management, food security, and public order and safety. In addition, several regional bodies function as supporting institutions in planning, finance, human resources, national unity, and disaster management.

The organizational structure is designed to support the vision “**Dengan Cinta Wujudkan Jember Baru yang Lebih Sejahtera dan Maju**”, which is implemented through nine development missions. These missions focus on poverty alleviation, improving the quality of human resources, bureaucratic reform, equitable infrastructure development, strengthening village governance, environmental sustainability, food security, culture-based tourism development, and the formulation of adaptive and innovative regulations.

Table 2.
Respondent Characteristics Based on Gender

Gender	Number of Respondents	Percentage (%)
Male	187	62.3
Female	113	37.7
Total	300	100

Source : Processed Primary Data by the Researchers (2026)

Based on Table 2, the characteristics of respondents by gender indicate a difference in proportion between male and female respondents. The number of male respondents is 187, while female respondents account for 113 individuals. This finding shows that male respondents dominate the sample in this study. In percentage terms, male respondents represent 62.3%, whereas female respondents account for 37.7%. This condition may be influenced by the composition of employees within the Jember Regency Government, where male employees may outnumber female employees. In addition, job positions and roles may also affect participation in the study. Since the respondents were drawn from government employees in Jember, the gender distribution reflects actual conditions within the work environment. This distribution may have implications for the research findings and should therefore be considered in the interpretation of the data. Overall, the characteristics of respondents based on gender indicate a predominance of male respondents compared to female respondents.

Respondent Characteristics Based on Highest Level of Education

The respondents in this study were employees of the Jember Regency Government, categorized based on their educational background. The majority held a bachelor's degree

(S1/D4), totaling 157 respondents or 52.3%, indicating that most employees had higher education qualifications. Respondents with senior high school or vocational education accounted for 90 people (30.0%), while 28 respondents (9.3%) held master's degrees (S2). Diploma graduates included 13 respondents with D3 qualifications (4.3%) and 3 respondents with D1 qualifications (1.0%). Meanwhile, 2 respondents (0.7%) had junior high school education, and 7 respondents (2.3%) had elementary school education. Overall, the respondents' educational distribution reflects relatively good human resource quality.

Respondent Characteristics Based on Age

Based on the processed data, the respondents of this study, comprising employees of the Jember Regency Government, show a diverse age distribution. Employees aged 41–50 years dominate the sample, totaling 112 respondents or 37.3%, indicating that most participants are in a mature and productive career stage with extensive work experience. Respondents aged 31–40 years account for 26.0%, reflecting employees focused on career development and competency improvement. Meanwhile, 19.3% are aged 51–60 years and remain actively employed despite approaching retirement. The youngest group, under 30 years, represents 17.3% of respondents, consisting mainly of employees in the early stages of their careers.

Respondent Characteristics Based on Years of Service

The respondents in this study were employees of the Jember Regency Government, classified according to their years of service. Employees with less than 10 years of service constituted the largest group, totaling 108 respondents (36.0%), indicating that most participants were in the early to mid stages of their careers. Respondents with 10–20 years of service numbered 96 individuals (32.0%), reflecting employees with considerable experience and career stability. Meanwhile, 71 respondents (23.7%) had worked for 20–30 years, demonstrating extensive professional experience. Employees with more than 30 years of service accounted for 25 respondents (8.3%), representing highly experienced personnel nearing retirement. Overall, the respondents showed a diverse distribution of work experience levels.

Respondent Characteristics Based on Rank/Class

The respondents in this study, consisting of employees of the Jember Regency Government, showed a diverse distribution based on rank and class. Grade III employees formed the largest group, with 168 respondents (56.0%), indicating that most employees occupy middle-level positions within the civil service structure. PPPK employees accounted for 70 respondents (23.3%), reflecting a significant proportion of contract-based government workers. Grade II employees totaled 38 respondents (12.7%), generally serving in operational roles. Grade IV employees numbered 18 respondents (6.0%), representing senior and more experienced personnel. Meanwhile, Grade I employees were the smallest group, with only 6 respondents (2.0%). Overall, the respondent distribution was dominated by Grade III employees.

Description of Research Variables

This section presents the results of the study related to respondents' answers to the questionnaire on the variables of reward, punishment, organizational commitment, job satisfaction, and employee performance. It provides a general overview of respondents' responses to each indicator used in the research. The data obtained are then processed and

presented in the form of tables, along with descriptive statistical values, to facilitate understanding.

The purpose of this description is to identify the trends in respondents' answers for each research variable. In addition, this section serves as a preliminary basis before conducting further analysis, such as hypothesis testing. The results of the descriptive analysis of the research variables help in understanding the empirical conditions and phenomena occurring within the research object.

Reward Variable

The analysis results indicate that the reward variable among employees of the Jember Regency Government is categorized as positive. The majority of respondents perceive that rewards in the form of bonuses or incentives, supportive working conditions, opportunities for training and development, as well as recognition of work outcomes have been provided adequately. Indicators related to working conditions and training and development received the most positive responses, suggesting that a healthy work environment and opportunities for competence enhancement are highly valued by employees. The indicators related to incentives and recognition still show some neutral responses, indicating that the benefits of rewards have not been evenly perceived among all employees. Overall, the reward system is considered capable of enhancing motivation, comfort, and employee competence development. Nevertheless, further evaluation and improvement are required, particularly in terms of incentives and recognition, to ensure a more optimal and equitable impact.

Punishment Variable

The punishment variable demonstrates a positive and constructive trend in its implementation within the Jember Regency Government. The majority of respondents perceive that verbal reprimands, delays in promotion, and dismissal are applied fairly and in an educative manner. Verbal reprimands are considered constructive and proportional, making them acceptable to employees. Delays in promotion are understood as part of a disciplinary system aimed at improving performance and professionalism. Dismissal is perceived as a final measure after corrective efforts have failed, reflecting a humanistic management approach. Although a small proportion of respondents expressed neutral or less favorable opinions, punishment is generally viewed not merely as a sanction but as a mechanism for employee development. The punishment system is considered sufficiently effective in supporting discipline and improving employee performance.

Organizational Commitment Variable

The results show that the level of organizational commitment among employees is categorized as high to very high. Most respondents express a willingness to exert their best efforts for organizational success and feel proud to be part of the organization. This reflects strong affective commitment and emotional attachment to the organization. Regarding the intention to remain within the organization, there is still variation in responses, including neutral and disagreeing views. This suggests that although employees demonstrate high dedication and pride, retention remains an area that requires attention. Factors such as job satisfaction, employee well-being, and career development opportunities are likely to influence employees' intention to stay. Overall, organizational commitment is considered strong, but strategies to enhance long-term employee loyalty should be further strengthened.

Job Satisfaction Variable

The analysis indicates that the level of job satisfaction among employees is generally high. Most respondents report enjoying their job responsibilities, receiving clear direction and support from supervisors, and maintaining good working relationships with colleagues. The aspects of interpersonal relationships and supervisory support received the most positive responses, reflecting a harmonious and supportive work environment. Variations in responses are still observed regarding the salary system and promotion opportunities, including neutral and less favorable opinions. This indicates that some employees are not fully satisfied with the fairness and transparency of compensation and career advancement. Nevertheless, the dominance of positive responses suggests that, overall, employees are satisfied with their working conditions. The organization should maintain well-performing aspects while improving policies related to fairness and career opportunities.

Employee Performance Variable

Employee performance is categorized as very high. The majority of respondents indicate that their work outcomes comply with standard operating procedures, tasks are completed optimally and on time, and resources are utilized efficiently. In addition, employees report performing their duties in accordance with their respective roles and responsibilities. The absence of negative responses (disagree or strongly disagree) indicates that employee performance is perceived very positively. These findings reflect a high level of professionalism, discipline, and work effectiveness among employees in carrying out their responsibilities. Although a small number of neutral responses exist, this suggests only limited room for improvement. Overall, the organization is considered successful in establishing a structured and supportive work system that promotes optimal employee performance, which should be continuously maintained and further enhanced.

Data Analysis Results

1. Measurement Model Test (Outer Model)

Convergent Validity Test

Outer Loading Analysis

Table 3. Results of Convergent Validity Assessment (Outer Loadings)

Table of Means of Convergent Validity Assessment (Outer Loadings)						
Indicators	X1 <i>Reward</i>	X2 <i>Punishment</i>	X3 <i>Organizational Commitment</i>	Z <i>Job Satisfaction</i>	Y <i>Employee Performance</i>	Interpretation
X1.1	0.606					Valid
X1.2	0.774					Valid
X1.3	0.730					Valid
X1.4	0.815					Valid
X2.1		0.684				Valid
X2.2		0.853				Valid
X2.3		0.743				Valid
X3.1		0.766	Valid			
X3.2		0.682	Valid			
X3.3		0.883	Valid			
Z.1			0.766			Valid
Z.2			0.666			Valid
Z.3			0.756			Valid
Z.4			0.790			Valid
Z.5		0.739	Valid			

Y.1					0.825	Valid
Y.2					0.851	Valid
Y.3					0.824	Valid
Y.4					0.809	Valid
Y.5					0.856	Valid

Source: Appendix

Based on the test results using WarpPLS 8.0 in the Combined Loadings and Cross-Loadings table, it is found that all research indicators have loading values above 0.60, with the majority exceeding 0.70. The highest loading values are observed for indicators X3.3 at 0.883 and Y.5 at 0.856, while the lowest loading value is found for indicator X1.1 at 0.606. These results indicate that all indicators are able to adequately reflect the latent constructs being measured. All indicators in this study are considered valid and appropriate for use in the subsequent stages of analysis.

Average Variance Extracted (AVE)

Table 4.
Results of Convergent Validity Assessment
(Average Variance Extracted / AVE)

Study Variables	AVE value	Interpretation
X1 Reward	0.541	Valid
X2 Punishment	0.583	Valid
X3 Organizational Commitment	0.610	Valid
Z Job Satisfaction	0.555	Valid
Y Employee Performance	0.694	Valid

Source: Appendix

Based on the test results using WarpPLS 8.0, the Average Variance Extracted (AVE) value for all study variables was above 0.50. The AVE value for the Reward variable was 0.541, Punishment was 0.583, Organizational Commitment was 0.610, Job Satisfaction was 0.555, and Employee Performance was 0.694. These results indicate that all constructs are able to explain more than 50% of the variance in their indicators, thus all variables in this study meet the criteria for convergent validity and are suitable for use in further analysis.

Reliability Test

Composite Reliability Coefficients

Table 5. Results of Construct Reliability Assessment (Composite Reliability)

Study Variables	Composite Reliability	Interpretation
X1 Reward	0.823	Reliabel
X2 Punishment	0.806	Reliabel
X3 Organizational Commitment	0.823	Reliabel
Z Job Satisfaction	0.861	Reliabel

Y Employee Performance	0.919	Reliabel
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Source: Appendix

Based on the test results using WarpPLS 8.0, the Composite Reliability Coefficients for the Reward variable were 0.823, Punishment 0.806, Organizational Commitment 0.823, Job Satisfaction 0.861, and Employee Performance 0.919. All of these values are above the minimum threshold of 0.70, indicating that each variable has a good level of reliability. This means that the indicators used for each variable are able to provide consistent and reliable measurement results. All variables in this study are deemed reliable and suitable for further analysis.

Cronbach's Alpha Coefficients

Table 6.

Results of Construct Reliability Assessment (Cronbach's Alpha)

Study Variables	Cronbach's alpha coefficients	Interpretation
X1 Reward	0.712	Reliabel
X2 Punishment	0.637	Reliabel
X3 Organizational Commitment	0.674	Reliabel
Z Job Satisfaction	0.798	Reliabel
Y Employee Performance	0.890	Reliabel

Source: Appendix

Based on the test results using WarpPLS 8.0, the Cronbach's Alpha Coefficients for the Reward variable were 0.712, Punishment 0.637, Organizational Commitment 0.674, Job Satisfaction 0.798, and Employee Performance 0.890. The Cronbach's Alpha values for the Reward, Job Satisfaction, and Employee Performance variables were above 0.70, indicating good reliability. Meanwhile, the Punishment and Organizational Commitment variables had values above 0.60, indicating acceptable reliability. All variables in this study had an adequate level of internal consistency and were suitable for use in further analysis.

2. Inner Model Test (Structural Model)

Model Fit Assessment

Table 7.

Results of Model Fit and Quality Indices Assessment

Model Fit Indices	Value	Threshold Criteria	Interpretation
Average Path Coefficient (APC)	0,272	$P < 0,05$	Acceptable
Average R-Squared (ARS)	0,671	$P < 0,05$	Acceptable
Average Adjusted R-Squared (AARS)	0,667	$P < 0,05$	Acceptable
Average Block VIF (AVIF)	2,140	≤ 5 , ideal $\leq 3,3$	Acceptable
Average Full Collinearity VIF (AFVIF)	2,580	≤ 5 , ideal $\leq 3,3$	Acceptable
Tenenhaus GoF (GoF)	0,633	$\geq 0,36$	Strong Model Fit
Simpson's Paradox Ratio (SPR)	1,000	$\geq 0,70$	Acceptable
R-Squared Contribution Ratio (RSCR)	1,000	$\geq 0,90$	Acceptable
Statistical Suppression Ratio (SSR)	1,000	$\geq 0,70$	Acceptable

Nonlinear Bivariate Causality Direction Ratio (NLBCDR)	1,000	$\geq 0,70$	Acceptable
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Based on Table 7, the results of the model fit and quality indices assessment indicate that the proposed research model satisfies the established model adequacy criteria in WarpPLS 8.0. This is evidenced by the Average Path Coefficient (APC) value of 0.272 with a significance level of $p < 0.001$, the Average R-Squared (ARS) value of 0.671 with $p < 0.001$, and the Average Adjusted R-Squared (AARS) value of 0.667 with $p < 0.001$. These findings suggest that the structural relationships among the variables are statistically significant and that the model demonstrates substantial explanatory power in accounting for the variance of the endogenous constructs. The structural model is considered appropriate for examining the hypothesized causal relationships among the study variables.

Furthermore, the Average Block VIF (AVIF) value of 2.140 and the Average Full Collinearity VIF (AFVIF) value of 2.580 indicate the absence of multicollinearity concerns, as both values remain well below the maximum threshold of 5.0 and within the ideal criterion of ≤ 3.3 . The Tenenhaus Goodness of Fit (GoF) value of 0.633 falls within the strong category, suggesting that the model possesses robust predictive capability and overall goodness of fit. In addition, the values of Simpson's Paradox Ratio (SPR), R-Squared Contribution Ratio (RSCR), Statistical Suppression Ratio (SSR), and Nonlinear Bivariate Causality Direction Ratio (NLBCDR) are each 1.000, indicating full compliance with the recommended thresholds. Collectively, these results confirm that the research model demonstrates excellent methodological robustness and is suitable for subsequent hypothesis testing.

Coefficient of Determination (R-square / R^2)

Table 8.

Results of Coefficient of Determination Analysis (R-Square / R^2)		
Endogenous Variables	R-Square	R-Square Adjusted
Z Job Satisfaction	0.715	0.712
Y Employee Performance	0.627	0.622

Source: Appendix

Based on the test results using WarpPLS, the R-Square (R^2) value was 0.715 for the Job Satisfaction variable and 0.627 for the Employee Performance variable. These values indicate that the Reward, Punishment, and Organizational Commitment variables explain 71.5% of the variation in Job Satisfaction, with the remaining 28.5% explained by variables outside the research model. Furthermore, the Reward, Punishment, Organizational Commitment, and Job Satisfaction variables explain 62.7% of the variation in Employee Performance, with the remaining 37.3% explained by factors outside the model. Based on general criteria in PLS-SEM analysis, an R^2 value of 0.75 is categorized as strong, 0.50 as moderate, and 0.25 as weak. Thus, the R^2 value for the Job Satisfaction variable, 0.715, is in the near-strong category, while the R^2 value for the Employee Performance variable, 0.627, is in the moderate-to-strong category. This indicates that the research model has good explanatory power for endogenous variables.

Predictive Relevance (Q-square / Q²)

Table 9.

Results of Predictive Relevance Analysis (Q-Square / Q²)

Endogenous Variables	Q-Square	Criteria
Z Job Satisfaction	0.714	Predictive relevance is very strong
Y Employee Performance	0.610	Predictive relevance is very strong

Source: Appendix

The Q-Square (Q²) values obtained from data processing using WarpPLS showed 0.714 for the Job Satisfaction variable and 0.610 for the Employee Performance variable. Both values are greater than zero, indicating that the model has good predictive relevance. This indicates that the research model is able to adequately predict the endogenous variables studied, enabling the model not only to explain the relationships between variables but also to have relevant predictive power.

Based on general criteria in SEM-PLS analysis, a Q² value of 0.02 is categorized as small, 0.15 as moderate, and 0.35 as large or strong. The Q² values of 0.714 and 0.610 obtained in this study are well above the 0.35 threshold, thus categorizing them as very strong predictive relevance. The constructed structural model has excellent predictive power for the Job Satisfaction and Employee Performance variables.

Path Coefficient / Structural Model

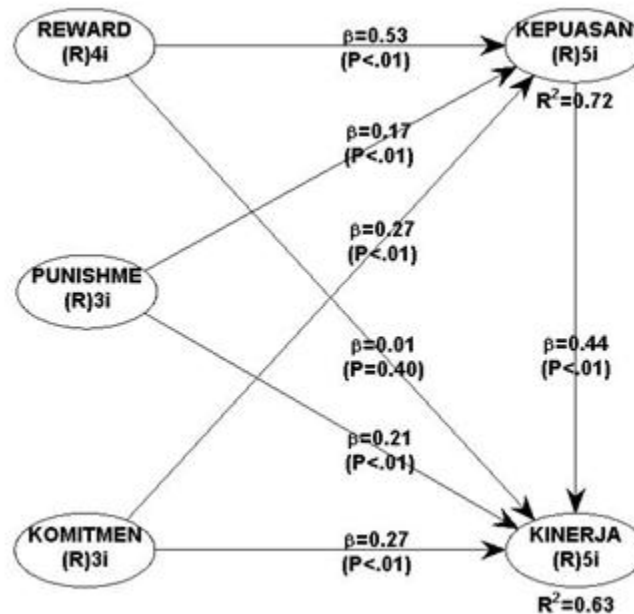


Figure 1.

WarpPLS Structural Model Results

Based on the structural model estimation results using Warppls 8.0, it is known that the reward, punishment, and organizational commitment variables have a positive influence on job satisfaction. The largest influence is shown by rewards on job satisfaction with a path coefficient of $\beta = 0.53$ ($p < 0.01$), followed by organizational commitment at $\beta = 0.27$ ($p <$

0.01), and punishment at $\beta = 0.17$ ($p < 0.01$). The r-square value for the job satisfaction variable is 0.72, indicating that 72% of the variation in job satisfaction can be explained by these three variables, while the remainder is influenced by factors outside the research model. These results indicate that rewards are the most dominant factor in increasing employee job satisfaction. On employee performance variables, job satisfaction has the largest positive influence with a value of $\beta = 0.44$ ($p < 0.01$), followed by organizational commitment of $\beta = 0.27$ ($p < 0.01$) and punishment of $\beta = 0.21$ ($p < 0.01$). Meanwhile, rewards have a very small and insignificant positive influence on employee performance with a value of $\beta = 0.01$ ($p = 0.40$). The r-square value on the employee performance variable of 0.63 indicates that 63% of the variation in employee performance can be explained by rewards, punishment, organizational commitment, and job satisfaction. This finding indicates that job satisfaction plays a major role in improving employee performance and is an important intervening variable in the research model.

Direct Effect Hypothesis Test

Table 10.
Results of Direct Effect Hypothesis Testing

Study Variables	Path Coefficient (β)	P values	Direct Effect Results
X1 $\rightarrow$ Z	0.526	<0.001	Positive and Significant
X2 $\rightarrow$ Z	0.173	0.001	Positive and Significant
X3 $\rightarrow$ Z	0.269	<0.001	Positive and Significant
X1 $\rightarrow$ Y	0.015	0.401	Positive but Not Significant
X2 $\rightarrow$ Y	0.215	<0.001	Positive and Significant
X3 $\rightarrow$ Y	0.269	<0.001	Positive and Significant
Z $\rightarrow$ Y	0.437	<0.001	Positive and Significant

Source: Appendix

The direct effect analysis shows that all independent variables generally have positive relationships with the dependent variables. Personality (X1) has a positive and significant effect on employee performance (Z), with a path coefficient (β) of 0.526 and a p-value below 0.001. This indicates that stronger personality characteristics contribute significantly to improved employee performance. Motivation (X2) also positively and significantly affects employee performance, with a coefficient of 0.173 and a p-value of 0.001. Likewise, organizational culture (X3) demonstrates a positive and significant influence on employee performance, with a coefficient of 0.269 and a p-value below 0.001.

Regarding the direct effect on employee satisfaction (Y), personality (X1) has a positive but insignificant influence, as indicated by a coefficient of 0.015 and a p-value of 0.401. In contrast, motivation (X2) significantly influences employee satisfaction, with a coefficient of 0.215 and a p-value below 0.001. Organizational culture (X3) also positively and significantly affects employee satisfaction, with a coefficient of 0.269 and a p-value below 0.001. Furthermore, employee performance (Z) has a strong positive and significant effect on employee satisfaction, reflected by a coefficient of 0.437 and a p-value below 0.001.

Mediation Hypothesis Testing (Indirect Effect)

Table 11.
Results of Indirect Effect Analysis (Mediation Testing)

Mediation Path	Direct Effect	Indirect Effect (β)	P-Values	Indirect Effect Results	Type of Mediation
$X1 \rightarrow Z \rightarrow Y$	Positive but Not Significant	0.230	<0.001	Positive and Significant	Full Mediation
$X2 \rightarrow Z \rightarrow Y$	Positive and Significant	0.076	0.031	Positive and Significant	Partial Mediation
$X3 \rightarrow Z \rightarrow Y$	Positive and Significant	0.117	0.002	Positive and Significant	Partial Mediation

Source: Appendix

Based on the test results using WarpPLS 8.0, the indirect effect value of reward on employee performance through job satisfaction is 0.230 with $p < 0.001$, indicating a significant effect. This result shows that job satisfaction is able to fully mediate the relationship between reward and employee performance (full mediation). Thus, reward does not directly affect employee performance, but instead influences it through increasing job satisfaction first.

The effect of punishment on employee performance through job satisfaction has an indirect effect value of 0.076 with $p = 0.031$, indicating a significant result. This suggests that job satisfaction acts as a partial mediating variable (partial mediation) in the relationship between punishment and employee performance. In other words, punishment can influence employee performance both directly and indirectly through the improvement of job satisfaction.

The effect of organizational commitment on employee performance through job satisfaction has an indirect effect value of 0.117 with $p = 0.002$, which is also significant. This indicates that job satisfaction serves as a partial mediating variable (partial mediation) in the relationship between organizational commitment and employee performance. Job satisfaction is proven to have an important role as an intervening variable in this research model, as it is able to mediate the influence of the independent variables on employee performance.

Total Effect Analysis

Table 12.
Results of Total Effect Analysis

Structural Relationships	Total Effect (β)	P Value	Interpretation
$X1 \rightarrow Y$	0.244	< 0.001	Positive and Significant
$X2 \rightarrow Y$	0.291	< 0.001	Positive and

			Significant
X3 → Y	0.387	< 0.001	Positive and Significant
Z → Y	0.437	< 0.001	Positive and Significant

Source: Appendix

Based on Table 12, the results of the total effect analysis indicate that all independent variables have a positive and significant effect on Employee Performance. This is evidenced by the fact that all total effect coefficients are positive and all p-values are less than 0.001, indicating that all relationships between the variables are statistically significant. Total effect represents the overall influence of exogenous variables on the endogenous variable, both directly and indirectly through the mediating variable.

The largest total effect on Employee Performance is shown by Job Satisfaction (Z) with a coefficient of 0.437, followed by Organizational Commitment (X3) at 0.387, Punishment (X2) at 0.291, and Reward (X1) at 0.244. These findings indicate that Job Satisfaction is the most dominant factor in improving Employee Performance. In addition, Organizational Commitment also makes a relatively strong contribution to enhancing Employee Performance compared to Reward and Punishment.

Effect Size (f^2)

Table 13. Results of Effect Size Analysis (F-Square / f^2)

Variable	Z Job Satisfaction	Y Employee Performance
X1 Reward	0.423	0.009
X2 Punishment	0.112	0.126
X3 Organizational Commitment	0.181	0.173
Z Job Satisfaction		0.319
Y Employee Performance		

Source: Appendix

Based on the test results using WarpPLS 8.0, the effect size (f^2) value was used to measure the contribution of each independent variable to the dependent variable in the research model. For the Job Satisfaction variable, Reward had an f^2 value of 0.423, which is considered large, making it the most dominant variable influencing Job Satisfaction. Meanwhile, Organizational Commitment had an f^2 value of 0.181, which is considered medium, while Punishment had an f^2 value of 0.112, which is considered small. This indicates that increasing Job Satisfaction is more influenced by the provision of Rewards than other variables.

For the Employee Performance variable, Job Satisfaction had an f^2 value of 0.319, which is considered medium to large, making it the most dominant factor in improving Employee Performance. Furthermore, Organizational Commitment has an f^2 value of 0.173 which is included in the medium category, Punishment is 0.126 which is included in the small

category, while Reward is only 0.009 which is below the minimum limit of 0.02 so that its influence is very small or can be ignored. These findings indicate that Employee Performance is more influenced by Job Satisfaction and Organizational Commitment, while the direct influence of Reward on Employee Performance is relatively weak.

CONCLUSION

Based on the results of the study examining the effects of reward, punishment, and organizational commitment on employee performance with job satisfaction as an intervening variable in the Jember Regency Government, the following conclusions can be drawn:

1. Reward has a positive and significant effect on job satisfaction among employees in the Jember Regency Government.
2. Punishment has a positive and significant effect on job satisfaction among employees in the Jember Regency Government.
3. Organizational commitment has a positive and significant effect on job satisfaction among employees in the Jember Regency Government.
4. Reward has a positive but not significant effect on employee performance in the Jember Regency Government.
5. Punishment has a positive and significant effect on employee performance in the Jember Regency Government.
6. Organizational commitment has a positive and significant effect on employee performance in the Jember Regency Government.
7. Job satisfaction has a positive and significant effect on employee performance in the Jember Regency Government.
8. Job satisfaction fully mediates (full mediation) the effect of reward on employee performance in the Jember Regency Government.
9. Job satisfaction partially mediates (partial mediation) the effect of punishment on employee performance in the Jember Regency Government.
10. Job satisfaction partially mediates (partial mediation) the effect of organizational commitment on employee performance in the Jember Regency Government.

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