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Is the Ability of Work Discipline to Moderate the Performance of Employees in the District Election Committee and Serang District Voting Committee as Seen From the Influence of Rewards and Punishment

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Abstract. *This research is related to the influence of reward and punishment on employee performance with work discipline as a mediating variable on the District Election Committee and Voting Committee in Serang District. The purpose of this research is to determine the effect of reward on work discipline partially, the effect of punishment on work discipline partially, the effect of work discipline on employee performance, the effect of reward on employee performance, the effect of punishment on employee performance, the effect of reward on employee performance through work discipline on the District Election Committee and Voting Committee in Serang District. The respondents in this study were 89 employees. The data collection method used was a questionnaire and analyzed using regression analysis and path analysis. The results of this research show that rewards have a positive and significant effect on work discipline and employee performance, then punishment also has a positive and significant effect on work discipline and employee performance. Apart from that, there is an indirect effect of reward on employee performance through work discipline, and an indirect effect of punishment on employee performance through work discipline.*

Keywords: *Reward, Punishment, Discipline, Performance, Committee*

1. INTRODUCTION

In order to achieve and maintain the performance of employees in carrying out work, of course it must be accompanied by high work discipline. Because without high discipline it will be difficult for employees to remain focused on their performance. There are other factors that need to be considered in order to successfully achieve the desired discipline and performance, namely reward and punishment. Because rewards and punishment that are carried out well will motivate employees to uphold discipline and perform optimally.

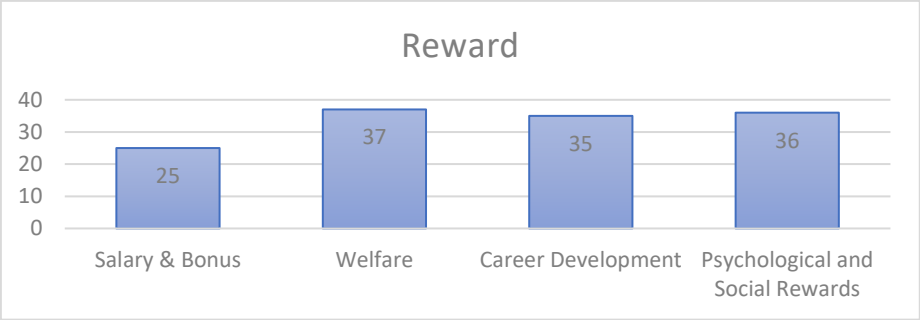

Figure 1. Rewards

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Note: n (respondents) = 10, scale 1 to 5, highest score = n.scale 5, namely 50 and lowest score = n.scale 1 = 10, so it can be concluded that the standard score is (highest score/2) + score lowest or (50/2) + 10 = 35

Based on Figure 1. Rewards, it can be explained that the rewards in PPK and PPS in Serang District are not fully optimal. Of the 4 statements, there is 1 statement that the salary and bonus indicators are not optimal in terms of giving bonuses that are not in accordance with the work carried out by employees. Therefore, this can affect employee performance so that indirectly employee discipline will decrease and can cause setbacks for the company / obstacles to achieving goals as planned. With this, it can be concluded that the salary and bonus indicator has a score of 26, which means the score is below the predetermined standard score, namely 35.

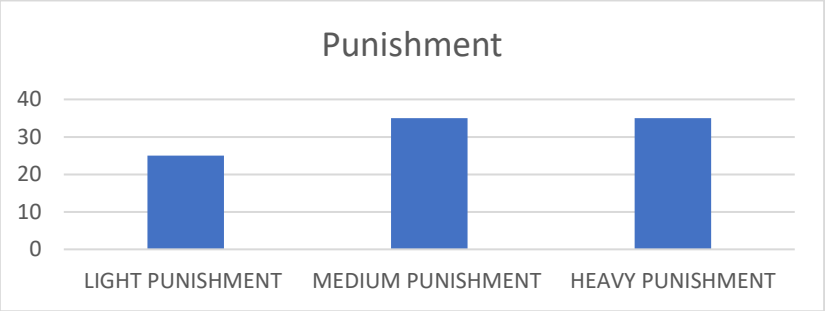

Figure 2. Punishment

Note: n (respondents) = 10, scale 1 to 5, highest score = n.scale 5, namely 50 and lowest score = n.scale 1 = 10, so it can be concluded that the standard score is (highest score/2) + score lowest or (50/2) + 10 = 35

Based on Figure 2 Punishment, it can be explained that PPK and PPS punishment is not fully optimal. Of the 3 statements, there is 1 statement that the light punishment indicator is not optimal because it does not provide punishment in the form of a written warning. This is a problem because the employee will forget the problem he or she has caused so that the employee has the potential to make the same mistake or even make a more serious mistake, so if the written warning no, this will cause losses for the company because employee performance will decline and employee discipline will become unstable . Therefore, this can affect employee performance so that indirectly employee discipline will decrease and can cause setbacks for the company / obstacles to achieving goals as planned. With this, it can be concluded that the light punishment indicator has a score of 26, which means the score is below the predetermined standard score, namely 35.

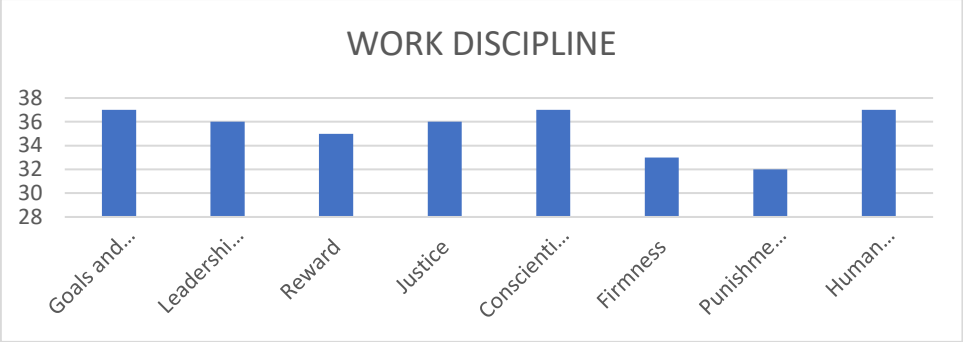

Figure 3. Work Disciplines

Note: n (respondents) = 10, scale 1 to 5, highest score = n.scale 5, namely 50 and lowest score = n.scale 1 = 10, so it can be concluded that the standard score is (highest score/2) + score lowest or (50/2) + 10 = 35

Based on Figure 3 Work Discipline, it can be explained that PPK and PPS punishment is not fully optimal. Of the 8 statements, there were 2 statements regarding indicators of firmness and punitive sanctions which were not optimal. As an indicator of firmness, the company is not yet firm in the case that if an employee makes a small mistake there is no written warning, this is a problem because the employee will make small mistakes over and over again. Then, in terms of sanctions, the company's punishment is not optimal because there is no punishment if an employee commits a violation, so the employee has the potential to make the same mistake or even make an even more serious mistake. With this, it can be concluded that the indicators of firmness and punitive sanctions have a score of 32 and 31, which means that the score is below the predetermined standard score, namely 35.

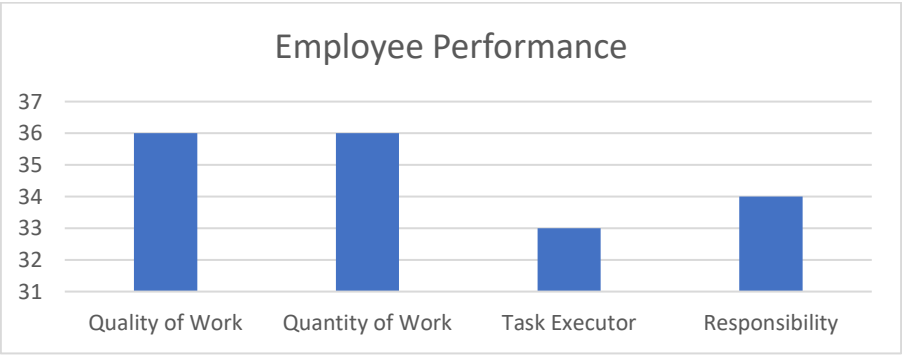

Figure 4. Employee Performance

Note: n (respondents) = 10, scale 1 to 5, highest score = n.scale 5, namely 50 and lowest score = n.scale 1 = 10, so it can be concluded that the standard score is (highest score/2) + score lowest or (50/2) + 10 = 35

Based on Figure 4 Employee Performance, it can be explained that PPK and PPS punishment is not fully optimal. Of the 4 statements, there is 1 statement regarding the indicator

that task implementation is not optimal because employees are not optimal in completing tasks, they still make many mistakes, this results in less than optimal performance. With this, it can be concluded that the task implementation indicator has a score of 33, which means the score is below the predetermined standard score, namely 35.

2. LITERATURE REVIEW

Rewards

One form of motivation is giving rewards . Incentives can be defined as rewards or anything given by an institution to meet the needs of employees or individuals. Every agency or organization uses various incentives to attract and retain employees and motivate them to achieve both personal and institutional goals. Meyrina, 2017, explains that a reward is something given to someone because they have achieved the desired achievement. The size of the reward given to those who are entitled depends on many things. mainly determined by the level of achievement achieved. Apart from that, the form of reward is also determined by the type or form of achievement achieved and to whom the reward is given. Rewards can be in the form of certificates, awards, assignments, promotions, praise and recognition. (Meyrina in Arifuddin 2022)

Punishment

According to Fahmi's research, 2016 punishment is a sanction received by an employee because of his inability to do or carry out work as ordered (Sofiati, 2021). Punishment in a position in an office is an unpleasant act of a person in a higher position who commits a violation, which is intended to correct an employee's mistake and not to take revenge for something given because the employee made a mistake, the employee violated an applicable rule, so that by giving punishment to employees so they don't repeat mistakes and the punishment aims to make employees become more moral individuals (Arifin, 2022). Therefore, it is hoped that superiors in every office sector will pay attention to this and immediately implement sanctions such as verbal or written warnings, salary reductions, or demotions to have a deterrent effect.

Discipline

Work discipline is an important behavior for every member of the organization both inside and outside the organization. According to Sutrisno in Hamali (2016) work discipline is a strength that develops within the employee's body and causes employees to adapt to regulations and accuracy. According to Fahmi (2016) work discipline is the level of compliance and obedience to applicable rules and willingness to accept sanctions or punishment if they

violate the rules set out in this discipline. According to Sutrisno (2021: 103) discipline is a person's behavior in accordance with existing regulations, work procedures and actions in accordance with the organization's regulations, both written and unwritten.

Performance

Performance is a result achieved by an employee when carrying out the work given to him which is based on experience, skills and perseverance in work (Hardiyono in Latiep, Putri, and Aprilius 2022). Performance has a big impact on how professionally someone does their job. Due to the extraordinary performance of their employees, government agencies will also experience significant growth and development along with the increase in employee performance. With quality employees, performance will also increase. (Latiep, et al 2022).

3. METHODS

This research method uses quantitative research with a descriptive approach. Quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses (Sugiyono, 2022:8). Research methods are one of the ways taken to achieve a goal. Meanwhile, the aim of this research is to reveal, describe and conclude the results of solving a problem in a certain way in accordance with the research procedures. The population of this study was 89 and used a saturated sample so all of the population was used as a sample . This research was conducted at PPK and PPS in Serang Banten District. The independent variables in this research are reward (X1), punishment (X2), the mediating variable is discipline (Z) and the dependent variable is performance (Y). Data analysis methods include instrument testing, data analysis, hypothesis testing, and path analysis, where the data is then processed using the IBM SPSS version 25 application.

4. RESULTS

Test Instrument: Validity test

Items or statement items in the questionnaire are said to be valid if the calculated r (corrected item-total correlation) of the questionnaire items/items is greater than the r table value. In this research, the r table value is r (α, n-2) = r (0.05, 89-2) = r (0.05, 87) = 0.2084.

Table 1. Variable Validity Test Results

Statement	R - Count				R-Table	Information
	Rewards	*Punishment*	*Discipline Work*	*Employee Performance*		
P1	0.687	0.479	0.547	0.645	0.2084	Valid
P2	0.755	0.451	0.627	0.684	0.2084	Valid
P3	0.528	0.655	0.505	0.740	0.2084	Valid
P4	0.606	0.573	0.550	0.626	0.2084	Valid
P5	0.647	0.552	0.630	0.673	0.2084	Valid
P6	0.664	0.680	0.482	0.649	0.2084	Valid
P7	0.660	0.631	0.613	0.621	0.2084	Valid
P8	0.752	0.568	0.635	0.720	0.2084	Valid
P9	0.662	0.610	0.614	0.775	0.2084	Valid
P10	0.391		0.557	0.604	0.2084	Valid
P11	0.597		0.549	0.720	0.2084	Valid
P12			0.454	0.724	0.2084	Valid
P13			0.560		0.2084	Valid
P14			0.453		0.2084	Valid
P15			0.571		0.2084	Valid
P16			0.506		0.2084	Valid
P17			0.561		0.2084	Valid
P18			0.485		0.2084	Valid
P19			0.500		0.2084	Valid
P20			0.347		0.2084	Valid
P21			0.553		0.2084	Valid
P22			0.581		0.2084	Valid
P23			0.630		0.2084	Valid

Source: SPSS Statistics 25.0 output

The test results show that the calculated r value for all items/statements is more than 0.2084, so it can be said that all statement items in the questionnaire are valid.

Reliability Test

In the reliability test, items or statement items in the questionnaire are said to be reliable if they are Cronbach's Alpha is more than 0.60.

Table 2. Reliability Test Results

Variable	Cronbach's Standard	Reliability	Information
Rewards	0.847	0.60	High Reliability
Punishment	0.752	0.60	High Reliability
Discipline	0.890	0.60	High Reliability
Performance	0.893	0.60	High Reliability

Source: SPSS Statistics 25.0 output

The test results show that the Cronbach's value Alpha for all items/statements is more than 0.06, so it can be said that all statement items in the questionnaire are highly reliable.

Data analysis

Descriptive Analysis

Table 3. Results of descriptive analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Rewards	89	23.00	55.00	40.5955	7.41270
Punishment	89	14.00	45.00	30.9551	5.43956
Discipline	89	61.00	115.00	84.4045	12.32304
Performance	89	31.00	60.00	45.9888	7.58212
Valid N (listwise)	89				

Source: SPSS Statistics 25.0 output

Based on the results of the descriptive test above, we can describe the distribution of data obtained by the research as follows: Reward variable (X1), from this data it can be described that the minimum value is 23 while the maximum value is 55 and the average is 40.5955. standard Deviation reward is 7.41270. The punishment variable (X2), from this data, can be described as having a minimum value of 14 while a maximum value of 45 and an average of 30.9551. standard Deviation punishment is 5.43956. Discipline variable (Z), from this data it can be described that the minimum value is 61 while the maximum value is 115 and the average is 84.4045. The standard deviation of the discipline is 12.32304. Performance variable (Y), from this data it can be described that the minimum value is 31 while the maximum value is 60 and the average is 45.9888. Standard Deviation of performance is 7.58212

Regression Analysis

Simple Liner Regression

Table 4. Simple Linear Regression Testing

Coefficients[a]

Model		Unstandardized Coefficients		Unstandardized Coefficients	t	Sig
		B	Std. Error			
1	(Constant)	7,856	3,819		2,057	,043
	Discipline	,452	,045	,734	10,089	,000

a. Dependent Variables : Performance

Source : SPSS output Statistics 24.0

Based on the summary of the simple linear regression test results above, the following regression equation is obtained: $Y = 7.856 + 0.452\ Z + e$

This equation shows that: If work discipline (Z) is considered constant then employee performance (Y) is only 7,856. If work discipline (Z) is increased by 1 unit which is considered constant, then employee performance (Y) will increase by 0.452 units.

Stage I Regression Analysis

Table 5. Stage I Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,058	5,256		4,958	,000
	Rewards	1,160	.128	,698	9,081	,000
	Punishment	,364	,174	,161	2,091	,039

a. Dependent Variable : Discipline

Source: SPSS Statistics 25.0 output

Based on the summary of the results of stage 1 regression testing above, the regression equation is obtained as follows: $Z = 26.058 + 1.160\ X\ 1 + 0.364\ X\ 2 + e$

This equation shows that: If reward (X1) and punishment (X2) are considered constant, then work discipline (Z) is 26,058. If reward (X1) is increased by 1 unit and punishment (X2) is considered constant, then work discipline (Z) will increase by 1,160 units. If punishment (X2) is increased by 1 unit and reward (X1) is considered constant, then work discipline (Z) will increase by 0.364 units.

Phase II Regression Analysis

Table 6. Stage II linear regression testing

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,911	4,088		3,892	,000
	Rewards	,505	,099	,493	5,081	,000
	Punishment	,310	.135	,222	2,289	,025

a. D dependent Variable: Performance

Source: SPSS Statistics 25.0 output

Based on the summary of the results of stage II regression testing, the regression equation is obtained as follows: Z = 15.911 + 0.505 *X* 1 + 0.310 + *e*

This equation shows that: If reward (X1) and punishment (X2) are considered constant then employee performance (Y) is 15,911. If reward (X1) is increased by 1 unit and punishment (X2) is considered constant, then employee performance (Y) will increase by 0.505 units. If punishment (X2) is increased by 1 unit and reward (X1) is considered constant, then employee performance (Y) will increase by 0.310 units.

Hypothesis testing

T test

Table 7. T Test Results (H1&H2)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,058	5,256		4,958	,000
	Rewards	1,160	.128	,698	9,081	,000
	Punishment	,364	,174	,161	2,091	,039

a. Dependent Variable : Discipline

Source: SPSS Statistics 25.0 output

Based on the calculation results above, it is known: ***Reward (X1) for discipline (Z)*** Based on the results of the t test above, it is explained that partially the reward (X1) has a positive and significant influence on the discipline variable (Z), this can be seen from the results of the t count of 9,081. The sample size is 89 (n=89-2), and the value of a= 0.05, the t table value is 1.662. so the calculated t value of 9.081 is greater than the t table value of 1.662, and the significance of 0.000 is greater than the value of a (0.05). then H0 is rejected and H1 is accepted, which means there is a positive and significant influence between the reward variable

(X1) on discipline (Z). Thus, the first hypothesis which states that rewards have a significant and influential effect on work discipline is proven or accepted. ***punishment (X2) against discipline (Z)*** Based on the results of the t test above, it is explained that partial punishment (X1) has a positive but not significant influence on the discipline variable (Z). This can be seen from the results of the t count of 2.091. The sample size is 89 (n=89-2), and the value of a= 0.05, the t table value is 1.662. so the calculated t value of 2.091 is greater than the t table value of 1.662, and the significance of 0.039 is greater than the a value (0.05). then H0 is rejected and H2 is accepted, which means there is a positive but not significant influence between the punishment variable (X2) on discipline (Z). Thus, the second hypothesis which states that punishment has a significant and significant effect on work discipline is proven or accepted.

T Test Testing (H3)

Table 8. T Test Testing (H3)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7,856	3,819		2,057	,043
	Discipline	,452	,045	,734	10,089	,000

a. Dependent Variable : Performance

Source: SPSS Statistics 25.0 output

Discipline (Z) on performance (Y) based on the results of the t test above, it is explained that partially discipline (Z) has a positive and significant influence on the performance variable (Y), this can be seen from the results of the t count of 10,089. The sample size is 89 (n=89-2), and the value of a= 0.05, the t table value is 1.662. so the calculated t value of 10.089 is greater than the t table value of 1.662, and the significance of 0.000 is greater than the value of a (0.05). then H0 is rejected and H3 is accepted, which means there is a positive and significant influence between the discipline variable (Z) on performance (Y). Thus, the third hypothesis which states that discipline has a significant and influential effect on employee performance is proven or accepted.

T Test Testing (H4&H5)

Table 9. T Test Testing (H4&H5)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	15,911	4,088		3,892	,000
	Rewards	,505	,099	,493	5,081	,000
	Punishment	,310	.135	,222	2,289	,025

a. Dependent Variable : Performance

Source: SPSS Statistics 25.0 output

Reward (X1) to performance (Y)

Based on the results of the t test above, it is explained that partially the reward (X1) has a positive and significant influence on the performance variable (Y), this can be seen from the results of the t count of 5,081. The sample size is 89 (n=89-2), and the value of a= 0.05, the t table value is 1.662. so the calculated t value of 5.081 is greater than the t table value of 1.662, and the significance of 0.000 is greater than the value of a (0.05). then H0 is rejected and H4 is accepted, which means there is a positive and significant influence between the reward variable (X1) on performance (Y). Thus, the fourth hypothesis which states that rewards have a significant and influential effect on performance is proven or accepted. ***Punishment (X2) on performance (Y)*** based on the results of the t test above, it is explained that partially punishment (X1) has a positive but not significant influence on the performance variable (Y), this can be seen from the results of the t count of 2,289. The sample size is 89 (n=89-2), and the value of a= 0.05, the t table value is 1.662. so the calculated t value of 2.289 is greater than the t table value of 1.662, and the significance of 0.039 is greater than the value of a (0.05). then H0 is rejected and H5 is accepted, which means there is a positive but not significant influence between the punishment variable (X2) on performance (Y). Thus, the fifth hypothesis which states that punishment has a significant and significant effect on performance is proven or accepted.

Coefficient of Determination

The coefficient of determination (*R* 2) basically measures how far the ability to explain variations in the dependent variable. The coefficient value indicates an error between zero and one. A small value of *R* 2 means that the ability of the dependent variables is very limited. The results of the analysis of the coefficient of determination are presented in the table below :

Table 10. Analysis of the Coefficient of Determination of Reward and Punishment on discipline

Coefficients[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,793[a]	,629	,620	7.59726

a. Predictors: (Constant), Punishment, Reward

Source: SPSS Statistics 25.0 output

Square value obtained is 0.629. This means that variations in changes in employee work discipline in PPK and PPS Serang District are influenced by variations in reward and punishment by 62.9%. Meanwhile, the remaining 37.1% was influenced by other variables outside this research.

Path Analysis

The influence of rewards on employee performance through work discipline. The results of the path analysis calculation of the influence of reward (X1) on employee performance (Y) through work discipline (Z) show the results of direct and indirect influences. reward (X1) on employee performance (Y) through work discipline (Z).

Table 11. Effect of rewards on employee performance through work discipline

Influence variable	**Influence Direct**	**Influence No Direct**	**Influence Total**
Reward (X1) → performance (Y)	0.493		0.493+0.512 = 1.005
Reward (X1) → Discipline work (Z) →Performance(Y)		0.698×0.734 = 0.512	

Reference by Faizal Hidayat

It can be seen that rewards have an indirect influence on employee performance through work discipline of 0.512. The direct influence obtained is 0.493, so the total influence is 0.493+0.512= 1.005. From these results it is known that there is an indirect effect of rewards on employee performance through discipline of 0.512 and there is a direct effect of rewards on employee performance of 0.493. It can be concluded that rewards not only have a direct effect on employee performance, but can also have an indirect effect on performance. Employees through work discipline. Thus, the sixth hypothesis which states that rewards influence employee performance through work discipline is proven or accepted.

The effect of punishment on employee performance through work discipline the path analysis calculation of the influence of punishment (X2) on employee performance (Y) through

work discipline (Z) show the results of direct and indirect influences. punishment (X2) on employee performance (Y) through work discipline (Z)

Table 12. Effect of punishment on employee performance through work discipline

Influence variable	Influence Direct	Influence No Direct	Influence Total
Punishment (X2) → performance (Y)	0.222		0.222+0.118 =0.340
Punishment (X2) → Discipline work (Z) →Performance(Y)		0.161×0.734= 0.118	

Reference by Faizal Hidayat

It can be seen that punishment has an indirect influence on employee performance through work discipline of 0.118. The direct influence was obtained at 0.222 so that the total influence was 0.222+0.118= 1.005. From these results it is known that there is an indirect effect of punishment on employee performance through discipline of 0.118 and there is a direct effect of punishment on employee performance of 0.222. It can be concluded that punishment not only has a direct effect on employee performance, but can also have an indirect effect on employee performance through work discipline. Thus, the seventh hypothesis which states that punishment has an effect on employee performance through work discipline is proven or accepted.

DISCUSSION

Reward Variables for Work Discipline

The first hypothesis is to find out whether rewards have an influence on work discipline. From table 4.83, the calculated t value is 9,081 and the t table value is 1,662. with a significance level of 0.000 > α = (0.05) which means the results of testing the first hypothesis show rewards influence work discipline. The results of this research are in line with the results of research conducted by (Wahyuningrum et al., 2020) which states that there is a significant relationship between reward and discipline because t count is 2.754> t table 2.045, so Ho is rejected. Ha is accepted. The results of the reward and discipline variables are influential. The result of the coefficient of determination is 0.370, which means that 37% of the work discipline variable is explained by the non-physical work environment, rewards and punishment, while the remaining 63% is explained by variables that were not examined. Rewards have a positive effect on work discipline at PT. Wahana Sun Motor Semarang. The similarity in previous research is that there is a positive influence on rewards on work discipline. The difference in

previous research is in the results of the t test in research conducted by Settovani nurphtri Wahyunigrum, Yuli Sudarso, Jumi (2022) which states that t count 2.754> t table 2.045. then the results of the coefficient of determination show different results, if in this research it is 0.370 or 37% while the remaining 63 % is influenced by other factors that are not included in this research.

Punishment Variables on Work Discipline

The second hypothesis is to find out whether punishment has an influence on work discipline. From table 4.83, the calculated t value is 2,091 and the t table value is 1,662 with a significance level of 0.039 < α value = (0.05), which means that the results of testing the second hypothesis show Punishment has an effect on work discipline. The results of this research are in line with the results of research conducted by (Sembiring et al., 2021) which states that punishment which states that there is a significant relationship between punishment and discipline because t count 6.668> t table 1.692 then Ho is rejected. Ha is accepted. The results of the punishment and discipline variables are influential. The result of the coefficient of determination is 0.858, which means 85.80%, while the remaining 14.20% is explained by variables that were not examined. Punishment has a positive effect on work discipline at PT. Fajar Baru Sukses Kabanjahe . The similarity in previous research is that there is a positive influence on punishment on work discipline. The difference in previous research is in the results of the t test in research conducted by (Sembiring et al., 2021) which states that t count 6.668> t table 1.692. then the results of the coefficient of determination show different results, if in this study it was 0.858 or 85.80% while the remaining 14.20 % was influenced by other factors not included in this study.

Work Discipline Variables on Employee Performance

The third hypothesis is to find out whether discipline has an influence on employee performance. From table 4.84, the calculated t value is 10,089 and the t table value is 1,662 with a significance level of 0.000 < α value = (0.05), which means that the results of testing the third hypothesis show that discipline has an effect on employee performance. The results of this research are in line with the results of research conducted by M.Wahyudi (2019) which states that discipline has a significant relationship between discipline and performance because t count is 6.389> t table 2.009 so Ho is rejected. Ha is accepted. The results of the discipline and performance variables are influential. The result of the coefficient of determination is 0.621, which means 62.1%, while the remaining 37.9% is explained by variables that were not examined. discipline has a positive effect on work performance at PT. BCA Syariah Bank Mangga Dua branch.

Reward Variables on Employee Performance

The fourth hypothesis is to find out whether rewards have an influence on employee performance. From table 4.85, the calculated t value is 5,081 and the t table value is 1,662 with a significance level of 0.000 < α value = (0.05), which means that the results of testing the fourth hypothesis show that rewards have an effect on employee performance. The results of this research are in line with the results of research conducted by Renita Apriyanti, Khairu bahrun, meilaty Finthariasari (2020) states that there is a significant relationship between reward and performance because t count is 3.008> t table 1.987, so Ho is rejected. Ha is accepted. The results of the reward and performance variables are influential. The result of the coefficient of determination is 0.734, which means that 73.4% of the performance variables are explained by leadership, reward and punishment while the remaining 26.6% is explained by variables that were not examined. Rewards have a positive effect on performance at PT.K3/SIL. The similarity in previous research is that there is a positive influence of rewards on performance. The difference in previous research is in the results of the t test in research conducted by Renita Apriyanti, Khairu bahrun, meilaty Finthariasari (2020) which states that t count 3.008> t table 1.987. then the results of the coefficient of determination show different results, if in this research it was 0.734 or 73.4% while the remaining 26.6 % was influenced by other factors which were not included in this research .

Punishment Variables on Employee Performance

The fifth hypothesis is to find out whether punishment has an influence on employee performance. From table 4.85, the calculated t value is 2,289 and the t table value is 1,662 with a significance level of 0.000 < α value = (0.05) which means the results of testing the fifth hypothesis show Punishment influences employee performance. The results of this research are in line with the results of research conducted by Anes Tutik, Taufik Rahmat (2021) which states that there is a significant relationship between punishment and performance because t count is 2.496> t table 1.991 so Ho is rejected. Ha is accepted. The results of the punishment and performance variables are influential. The result of the coefficient of determination is 0.634, which means 63.4%, while the remaining 36.6% is explained by variables that were not examined. punishment has a positive effect on performance at CV. Andy Swallow. The similarity in previous research is that there is a positive influence of punishment on performance. The difference in previous research is in the results of the t test in research conducted by Anes Tutik, Taufik Rahmat (2021) which states that t count 2,496> t table 1,991. then the results of the coefficient of determination show different results, if in research This is

0.634 or 63.4% while the remaining 36.6 % is influenced by other factors not included in this research.

Reward Variables for Performance Through Work Discipline

The sixth hypothesis is to find out whether rewards have an influence on performance through work discipline. From table 4.89 it is known that there is an indirect effect of rewards on employee performance through discipline of 0.512 and there is a direct effect of rewards on employee performance of 0.493. It can be concluded that rewards not only have a direct effect on employee performance, but can also have an indirect effect on performance. Employees through work discipline. The results of this research are in line with the results of research conducted by Faizal Hidayat (2018), the influence of rewards on employee performance through work discipline shows that there is an indirect influence of rewards on employee performance through work discipline of 0.147. Even though the influence of rewards on employee performance is greater directly without work discipline with a value of 0.487, the indirect influence of rewards on employee performance through work discipline at Waroeng Special Sambal Yogyakarta is still there. The similarity with previous research is that there is a positive influence of rewards on performance through discipline. The difference with previous research is that the indirect effect is 0.147 and the direct effect is 0.487.

Punishment Variables on Performance Through Work Discipline

The seventh hypothesis is to know to know Punishment has an influence on performance through work discipline. From table 4.90 it is known that there is an indirect effect of punishment on employee performance through discipline of 0.118 and there is a direct effect of punishment on employee performance of 0.222. It can be concluded that punishment not only has a direct effect on employee performance, but can also have an indirect effect on performance. Employees through work discipline. The results of this research are in line with the results of research conducted by (Komang Agus Jeffry & Agustina, 2022) the influence of punishment on employee performance through work discipline shows that there is an indirect influence of punishment on employee performance through work discipline of 0.296. Even though the influence of punishment on employee performance is greater directly without work discipline with a value of 0.542, the indirect effect of punishment on employee performance is through work discipline at the Village Credit Institution. The similarity with previous research is that there is a positive influence of punishment on performance through discipline. The difference with previous research is that the indirect effect is 0.542 and the direct effect is 0.296.

CONCLUSION

This research was conducted with the aim of finding out how reward and punishment influence employee performance at PPK and PPS Serang District through work discipline as a mediating variable. Based on the results of the research and discussions that have been carried out, conclusions can be drawn including : There is a positive and significant influence between the reward variable on work discipline. There is a positive and significant influence between the punishment variable on work discipline. There is a positive and significant influence between the discipline variable on employee performance. There is a positive and significant influence between reward variables on employee performance. There is a positive and significant influence between the punishment variable on employee performance. There is a positive and significant influence between reward variables on employee performance through work discipline. There is a positive and significant influence between the punishment variable on employee performance through work discipline.

LIMITATIONS

The limitations in this research lie in the research respondents . Researchers realize that research has many obstacles, one of the factors that is an obstacle in this research is the research respondents. Apart from that, the relationships between variables and statements must be more detailed in explaining the meaning of the statements that will be asked to the respondent.

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