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ANALYSIS THE EFFECT OF REWARD AND PUNISHMENT EFFECT ON PERFORMANCE WITH WORKING DISCIPLINE AS INTERVENING VARIABLE (A CASE STUDY OF EMPLOYEE AT THE CULTURE AND TOURISM OFFICE SUNGAI PENUH CITY)

Dairi, Pebriandi, and Delfi Azwar

[1,2,3]*(Management, School of Economic "Finance, banking and development, STIE KBP, Indonesia)*

ABSTRACT: This study aims to determine the effect of reward and punishment on performance mediated by work discipline of employee at the Culture and Tourism Office Sungai Penuh City.This research is motivated by violations of regulations which are still considered to be normal, respect for achievement is still low, supporting facilities and infrastructure are still lacking as a reason for not being disciplined,there is no initiative or creativity for the progress of the agency because they feel the agency has not provided what is in accordance with what the employees provide, and the performance of the agency and employees of the Culture and Tourism Office of Sungai Penuh City are unstable.The research method with a quantitative approach with the path analysis method.Data collection techniques with questionnaires, observation and interviews.The respondents of this study were 47 employees at the Culture and Tourism OfficeSungai Penuh City.The sampling method uses the total sampling method, where the entire population in this study was made the research sample.Hypothesis testing is calculated with the IBM Statistical Package for Social Science (SPSS) program version 24.0.The results of this study found that reward has a significant effect on work discipline,punishment has a significant effect on work discipline, work discipline has a significant effect on performance,reward has a significant effect on performance, punishment has a significant effect on performance,indirectly reward through work discipline has an insignificant effect on performance and indirectly punishment through work discipline has a significant influence on employee performance at the Culture and Tourism OfficeSungai Penuh City.

Keywords-*reward; punishment; work discipline; employee performance;government employee*

I.   INTRODUCTION

The Department of Occupation and Tourism of the Sungai Penuh City area, Jambi Province has the task of carrying out the governance affairs of Sungai Penuh City in the field of culture and tourism based on the principle of regional autonomy.Through the Office of Tourism and Culture or abbreviated as Disbudpar,various local government affairs related to tourism and culture are carried out.The duty of the Disbudpar is to carry out local government affairs in the field of tourism and cultural preservation in its working area.Disbudpar function is to formulate policies in the fields of tourism, arts, culture and film, organizers of tourism and culture,guidance and guidance for tourism and cultural actors in the working area, UPTD coordinator,to reporting and coordinating tourism and cultural affairs.In relation to its duties and functions, Disbudpar has the authority to issue tourism licenses including Tourism Business Licenses for travel agents and others,take care of the Permanent Tourism Business Permit (ITUP), Tourism Business Registration Certificate or TDUP including Business Travel Services Business Registration Certificate,Accommodation Providers Business Register, Business Region Tourism Register, and others.In addition to permits in the field of tourism, Disbudpar also has the authority to issue permits related to cultural fields such as cultural activities, transfer of historical buildings and so on.

The Election at the Culture and Tourism Office Sungai Penuh City,Jambi Province as the focus of research is based on the decline in the performance of institutions from year to year.This is thought to be a representation of the low performance of employees, a simple work system in carrying out tasks is input, process, and output,input generally exists because of the demands or needs of the organization so the goal, at this stage is more dominantly carried out by the leadership of the lower level management,middle management

up to top management, while at the level of achievement requires a process, at this stage of the process subordinates are more dominant in doing it,while the output is the level of achievement of results, both the poor performance of outputs or the performance of the most influential agencies are subordinates, however, leaders sometimes do not care about the potential conditions of existing employees,especially the issue of reward, punishment, work discipline and performance produced by employees, this will certainly affect the low achievement of organizational performance.

In general, the performance of employees at the Culture and Tourism Office Sungai Penuh City has not been as expected, this is allegedly due to the management of human resources that has not been optimal and professional.Human resources must be managed professionally so that they can contribute optimally to the achievement of organizational goals. Human resources are very important in government agencies,and not only because they play an important role in shaping and achieving agency goals, but human resources should properly obtain fairness and justice.A sense of injustice among employees affects the performance of employees which results in decreased enthusiasm and enthusiasm for employees to work seen from the ability, quality and quantity of work and employee discipline.This is due to non-optimal employee rewards, lack of firmness in punishment, employee needs and job satisfaction. Therefore, the agency is expected to be responsive and pay attention to these factors so that employee performance remains optimal.The authorities in the agency always want to expect their employees to work with enthusiasm and enthusiasm in working and have high loyalty, therefore it is necessary to have optimal and quality employee performance, so that the agency's goals can be achieved.

Performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of an organization as outlined through the strategic planning of an organization.According to Hasibuan (2007, p.94) explained that performance is the result of work achieved by someone in carrying out the tasks assigned to him based on skill, experience, sincerity and time.

The performance of employees in carrying out work is also influenced by work discipline because discipline plays a very important role in carrying out the daily tasks of employees (Sedarmayanti, 2013).Performance is a picture of the level of achievement of the implementation of an activity / program / policy in realizing goals, objectives, mission, vision and organization.In order for employee performance to be consistent and maximum, the organization must pay attention to the employee's work environment that can affect one's ability to carry out their duties and responsibilities such as the application of discipline, reward and punishment.

As stated by According Siswanto (2013, p.291) work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations both written and unwritten and able to carry it out and not avoid receiving sanctions if he violate the duties and authority given to him.Good discipline reflects the amount of responsibility someone has for the tasks assigned to him. This encourages workplace passion, and the realization of company, employee and community goals.As according to Handoko (2016, p.46) stated that reward is a form of business appreciation to get a professional workforce in accordance with the demands of the position required a balanced coaching,namely a business activity planning, organizing, using, and maintaining workers to be able to carry out tasks effectively and efficiently.As a concrete step in the results of coaching, employee rewards are held which have shown good work performance.According to Purwanto (2006, p.186) punishment is an act that presents unpleasant or undesirable consequences as a result of certain behaviors. Punishment is suffering that is given or intentionally caused by someone after an offense, crime, or error occurred.

As the results of research conducted by Saputra R., (2016), namely work discipline, reward, and simultaneous assessment of employee performance, after testing the significance shows a significant effect. This means that jointly and significantly influences the performance of employees at the Directorate General of Regional Financial Development of the Ministry of the Interior.Likewise with research conducted by Tawai A., (2017), that the granting of rewards and employee discipline simultaneously affect the performance of Employees in the Community Empowerment and Village Government (BPMPD) Southeast Sulawesi Province. Supported by the results of research Suryadilaga R.M., et al (2016),that reward has a significant effect on the performance of employees at PT. Telkom Indonesia Witel South Jatim Malang, and punishment has a significant effect on the performance of employees at PT. Telkom Indonesia Witel South Java Malang.According to research Siahaan R., (2013) that there is a simultaneous influence between reward and punishment on employee work discipline at PT. Perkebunan Nusantara III Rambutan.

Phenomena found in the field by the author, namely: (1) violations of regulations which are still considered to be normal by employees, (2) rewards for employee performance by agencies are still low, (3) supporting facilities and infrastructure that are still not a reason for undisciplined by employees, (4) there is no initiative or creativity for the progress of the agency because they feel the agency has not provided what is appropriate for the employee to the agency.

Based on the description, the author is finally interested and wants to discuss in a study on "Analysis The Effect of Reward and Punishment Effect on Performance with Working Discipline as Intervening Variable (A Case Study of Employee at The Culture and Tourism Office Sungai Penuh City)".

The objectives to be achieved in this study are to find out and analyze:

1. The effect of reward on work discipline of employee at the Culture and Tourism Office Sungai Penuh City.
2. The effect of punishment on work discipline of employee at the Culture and Tourism Office Sungai Penuh City.
3. The effect of work discipline on performanceof employee at the Culture and Tourism Office Sungai Penuh City.
4. The effect of reward on employee performance at the Culture and Tourism Office Sungai Penuh City.
5. The effect of punishment on employee performance at the Culture and Tourism Office Sungai Penuh City.
6. The effect of work discipline as a mediating variable between reward and employee performance at the Culture and Tourism Office Sungai Penuh City.
7. The effect of work discipline as a mediating variable between punishment and employee performance at the Culture and Tourism Office Sungai Penuh City.

II.   LITERATURE REVIEW

2.1 Reward

According to Handoko (2016, p.46) stated that reward is a form of business appreciation to get a professional workforce in accordance with the demands of the position required a balanced coaching,namely a business activity planning, organizing, using, and maintaining workers to be able to carry out tasks effectively and efficiently. As a concrete step in the results of coaching, employee rewards are held which have shown good work performance.According to Hamzah, (2011, p.70) there are several indicators of reward, namely: (a) incentives provided, (b) promotions, (c) education and training, and (d) motivation and motivational goals.

2.2 Punishment

According to Purwanto (2006, p.186) punishment is an act that presents unpleasant or undesirable consequences as a result of certain behaviors. Punishment is suffering that is given or intentionally caused by someone after an offense, crime, or error occurred.According to Siagian (2006) there are several indicators of punishment, namely: (a) efforts to minimize errors that will occur, (b) there are heavier penalties if the same mistake is made, (c) punishment is given with an explanation, and (d) immediate punishment given after proven irregularities.

2.3 Work Discipline

According Siswanto (2013, p.291) work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations both written and unwritten and able to carry it out and not avoid receiving sanctions if he violates the duties and authority given to him.Siswanto (2013, p.291) argues that there are 5 (five) dimensions of work discipline, namely: (a) frequency of attendance, (b) level of alertness, (c) adherence to work standards, (d) adherence to work regulations, and (e) work ethics.

2.4 Perfomance

According to Mangkunegara (2012, p.67) performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given.The employee performance indicators according to Mangkunegara (2012, p.67) are as follows: (a) tidiness, (b) ability (c) success, (d) speed, (e) satisfaction, (f) work results, (g) decision making, (h) facilities and infrastructure, (i) compactness and good relations with colleagues and superiors, and (j) independence.

2.5 Conceptual Frame Work

Conceptual framework is a model that explains the relationship of theory with important factors that are known in a particular problem. The conceptual framework will connect theoretically between research variables namely the independent variable with the dependent variable (Erlina, 2011). Based on the theoretical foundation and the formulation of the research problem, the conceptual framework in this study, can be seen in the following figure:
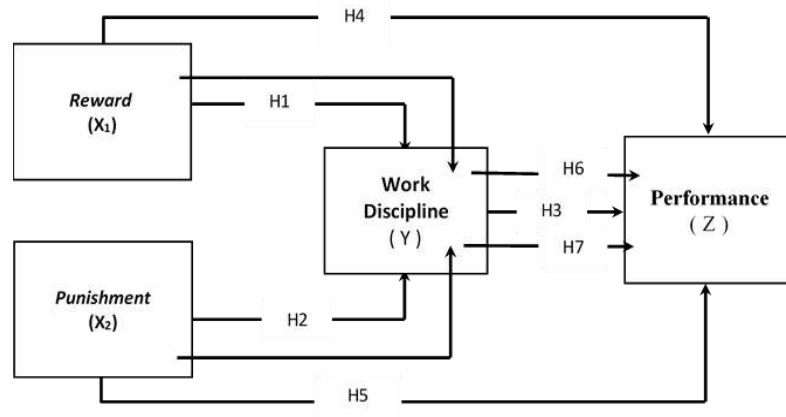
Figure 1. Conceptual Framework

2.6 Hypothesis

Based on the conceptual framework above, it can be formulated a hypothesis in this study as follows:

H1 : Reward has a significant influence on employee work discipline at the Culture and Tourism Office Sungai Penuh City.

H2 : Punishment has a significant influence on employee work discipline at the Culture and Tourism Office Sungai Penuh City.

H3 : Work discipline has a significant influence on employee performance atthe Culture and Tourism Office Sungai Penuh City.

H4 : Reward has a significant influence on employee performance at the Culture and Tourism Office Sungai Penuh City.

H5 : Punishment has a significant influence on employee performance at the Culture and Tourism Office Sungai Penuh City.

H6 : Work discipline as a mediating variable has a significant effect between employee reward and performance at the Culture and Tourism Office Sungai Penuh City.

H7 : Work discipline as a mediating variable has a significant effect between punishment and employee performance at the Culture and Tourism Office Sungai Penuh City.

III. METHODOLOGY

In accordance with the conceptual framework of thought two structural equations can be made, namely the regression equation that shows the hypothesized relationship. The two equations are as follows:

$$Y = \rho_{YX1}.X_1 + \rho_{YX2}.X_2 + e1$$
$$Z = \rho_{ZX1}.X_1 + \rho_{ZX2}.X_2 + + \rho_{ZY}.Y + e2$$

Deffenition:

X_1	= Reward
X_2	= Punishment
Y	= Work Discipline
Z	= Performance
$\rho_{YX1}.X_1$	= Reward Path Coefficient on Work Discipline
$\rho_{YX2}.X_2$	= Punishment Path Coefficient on Work Discipline
$\rho_{ZX1}.X_1$	= Reward Path Coefficient on Performance
$\rho_{ZX2}.X_2$	= Punishment Path Coefficient on Performance
$\rho_{ZY}.Z$	= Work Discipline Path Coefficient to Performance
e1	= Other factors that affect Work Discipline
e2	= Other factors that affect Performance

Research conducted by the author is a study within the scope of human resource management, namely analyzing and looking at the effect of reward and punishment on performance mediated by work discipline, with a case study at the Culture and Tourism Office Sungai Penuh City, which is located at Jalan Jendral Sudirman No. 23 Kota Sungai Penuh, Jambi Province, Indonesia.

IV. RESULT AND DISCUSSION

4.1 Description of Research Results

This study uses a quantitative method with path analysis (path analysis), with a total sampling method, where the population and at the same time the sample of this study are 47 people of employees at at the Culture and Tourism Office Sungai Penuh City.The results in this study describe the analysis of the effect of reward and punishment on performance mediated by employee work discipline. The results of this study are generally based on the results of a questionnaire given to respondents, seen in the following table:

Table 1. Variable Descriptive Analysis Results

	N	Min	Max	Mean	Std. Deviation	Variance	Item Quest	TCR (%)	Result
	Stat	Stat	Stat	Stat	Stat	Stat			
Performance	47	33,00	50,00	43,43	3,9439	15,554	10	87,62	Good
Reward	47	33,00	49,00	41,05	4,0052	16,042	10	82,09	Good
Punishment	47	38,00	47,00	43,83	2,9805	8,883	10	87,66	Good
Work Discipline	47	38,00	50,00	43,81	3,5792	12,810	10	87,79	Good
Valid N (listwise)	47								

Source: Primary Data, processed with IBM SPSS 24.0, 2019

From table 1 above it can be seen that each variable has an average of 41.04% - 43.83% and Respondents Achievement Rate (TCR) between 82.09% - 87.79% with an average TCR of 86.29 %. This can be interpreted that each respondent variable has a good average categorized response.

4.2 PATH ANALYSIS
4.2.1 Path Model I Coefficients
Multiple linear regression analysis is used in this study with the aim to determine whether there is an influence of the independent variable on the dependent variable. The statistical calculation in the multiple linear regression analysis used in this study is to use the help of the IBM SPSS computer program ver. 24.0.A summary of the results of data processing using the SPSS program is as follows:

Table 2. R Square Y Values
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,396a	0,157	0,118	3,36050

a. Predictors: (Constant), Reward, Punishment
b. Dependent Variable: Work Discipline
Source: Primery Data, processed with IBM SPSS 24.0, 2019.

Table 3. Regression Effects of X_1 and X_2 on Y
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	37,177	8,395		4,428	0,000
	Reward (X_1)	0,347	0,125	0,388	2,781	0,008
	Punishment (X_2)	0,174	0,168	0,145	1,036	0,036

a. Dependent Variable: Work Discipline (Y)
Source: Primery Data, processed with IBM SPSS 24.0, 2019.

Based on table above it is obtained that the significance value of the two variables are X_1 = 0.008 <0.05; which means that reward (X_1) has a significant effect on work discipline (Y). While variable X_2 = 0.036 <0.05; which means that punishment (X_2) has a significant effect on work discipline (Y).For the value of R^2 (R Square) found in table 2The Model Summary is 0.157 which means that the contribution of the variables X_1 and X_2 to Y is 15.7% and the remaining 84.3% is the contribution of other variables not included in the study. And from the value of R^2 (R Square), obtained e1 by means of e1 = $\sqrt{(1 - 0.157)}$ = 0.918. Based on the result above, the structural equation is obtained, as follow:

$$Y = 0,388.X_1 + 0,145.X_2 + 0,918$$

From the data processing above we can get the Model I Path Diagram, as follows:
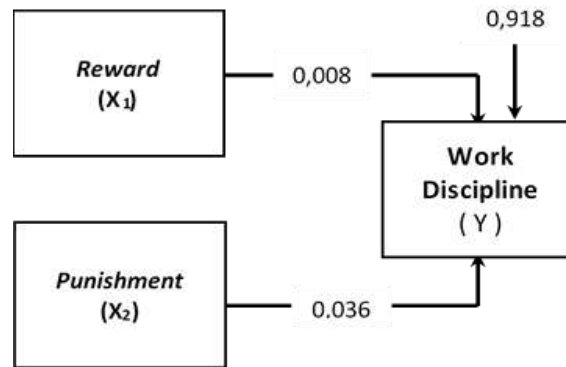
Figure 2. Model I - Path Analysis

4.2.2 *Path Model II Coefficients*

Multiple linear regression analysis is still used in subsequent studies to obtain the model II path coefficients, with the aim of knowing whether there are influences of independent variables (reward and punishment) and intervening or mediation variables (work discipline) on the dependent variable (performance). Can be seen in the table below:

Table 4. R Square Z Values
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,524a	0,274	0,224	3,47459

a. Predictors: (Constant), Reward, Punishment, Work Discipline

b. Dependent Variable: Performance

Source: Primery Data, processed with IBM SPSS 24.0, 2019.

Table5. *Regression Effects of X_1, X_2 and Y on Z*
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,892	10,437		1,906	0,063
	Reward (X_1)	0,080	0,140	0,081	0,570	0,042
	Punishment (X_2)	0,069	0,176	0,052	0,394	0,036
	Work Discipline (Y)	0,532	0,156	0,482	3,411	0,001

a. Dependent Variable: Performance (Z).

Source: Primery Data, processed with IBM SPSS 24.0, 2019.

Based on the table above, it is obtained that the significance value of the three variables is X_1 = 0,042 < 0,05, which means that reward (X_1) has a significant effect on performance (Z). While the variable X_2) = 0,036 < 0,05, which means that punishment (X_2) has significant effect on performance (Z). And for the variable Y = 0,001 < 0,05, which means thatwork discipline (Y) has significant effect on performance (Z). And for the value of R^2 (R Square) found in table 4 the Model Summary is 0,274 which gives the meaning that the contribution of variables X_1, X_2 and Y to Z is equal to 72.6% and the remaining 27.4% is the contribution of other variables which was not included in the study. And from the value of R^2 (R Square), e2 is obtained by means of e2 = √(1 - 0.726) = 0,852.Based on the results above, the structural equation is obtained:

$$Z = 0,081.X_1 + 0,052.X_2 + 0,482.Y + 0,852$$

From the processing of the data above, Path Chart Model II can be obtained, as follows:
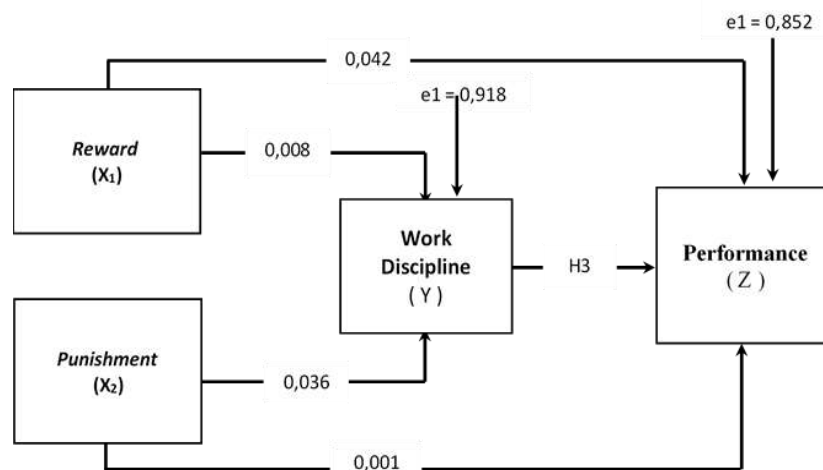
Figure 3. Model II - Path Analysis

4.3 Results

From the two path analysis models, the authors obtain an analysis of the results of the hypothesis for this study, namely:

1. Analysis of the effect of reward (X_1) on work discipline (Y);
   From the analysis of the above variables, the value of the reward variable (X_1) = 0.008 <0.05 is obtained. This means that reward is partially positive and significant effect on work discipline.
2. Analysis of the effect of punishment (X_2) on work discipline (Y).
   From the analysis of the above variables, the punishment variable value (X_2) = 0.036 <0.05 is obtained. This means that punishment partially has a positive and significant effect on work discipline.
3. Analysis of the effect of work discipline variables (Y) on performance (Z).
   From the analysis of the variables above, it is obtained that the value for the variable work discipline (Y) = 0.001 <0.05. This means that work discipline partially has a positive and significant effect on performance.
4. Analysis of the effect of reward (X_1) on performance (Z).
   From the analysis of the variables above that the value of the reward variable (X_1) = 0.042 <0.05 is obtained. This means that reward is partially positive and significant effect on performance.
5. Analysis of the effect of the punishment variable (X_2) on performance (Z).
   From the analysis of the above variables, the punishment variable value (X_2) = 0.036 <0.05 is obtained. This means that punishment is partially positive and significant effect on performance.
6. Analysis of the effect of reward (X_1) through work discipline (Y) on performance (Z).
   From the analysis of the variables above obtained the direct effect given by the variable X_1 to Y of 0.042. While the indirect effect given X_1 through Y to Z is the multiplication between the value of beta X_1 to Y with the value of beta Y to Z that is = 0.008 x 0.036 = 0.0003. Then the total effect given X_1 on Z is = 0.008 + 0,0003 = 0.0083. Based on the results of this calculation it is known that the value of the direct effect of 0.042 and the value of the indirect effect of 0.0083 which means that the value of the direct effect is greater than the value of the indirect effect.
   These results indicate that indirectly reward through work discipline has a positive but not significant effect on performance.
7. Analysis of the effect of punishment (X_2) through work discipline (Y) on performance (Z).
   From the analysis of the variables above obtained the direct effect given by the variable X_2 to Z of 0.001. While the indirect effect given by X_2 through Y to Z is the multiplication between the beta value of X_2 against Y with the beta value of Y to Z, which is = 0.036 x 0.036 = 0.0013. Then the total effect given X_2 on Z is = 0.036 + 0.0013 = 0.0373. Based on the results of this calculation it is known that the value of the direct effect of 0.001 and the value of the indirect effect of 0.0373 which means that the value of the indirect effect is greater than the value of the direct effect.
   These results indicate that indirectly punishment through work discipline has a positive and significant effect on performance.

4.4 HYPOTHESIS TEST
4.4.1 *Determination Coefficients* (R^2)

From the table 4 is obtained the coefficient of determination (R Square) of 0.274 (value of 0.274 is the squaring of the correlation coefficient or R, which is 0.5235 x 0.5235 = 0.274), where the magnitude of the coefficient of determination (R Square) 0.274 is equal to 27.4%.This means that reward, punishment and work discipline affect the performance of 27.4%. While the rest (100% - 27.4% = 72.6%), is influenced by other variables outside this regression model. The magnitude of the influence of other variables is often referred to as error (e).

4.4.2 *Direct and Indirect Effects*

In addition to using the independent variable (X) of more than one variable, this study also uses intervening variables. Intervening variable is an intermediate variable, its function is mediating the relationship between the independent variable and the dependent variable.To test the effect of intervening variables used the path analysis method. Path analysis is an extension of the regression analysis to estimate the causality relationship between variables that have been predetermined based on theory (Ghozali, 2011).

The following path analysis (Path Analysis) to examine the relationship between reward and punishment for performance and whether the relationship of reward and punishment for performance is mediated by work discipline with the picture as below:
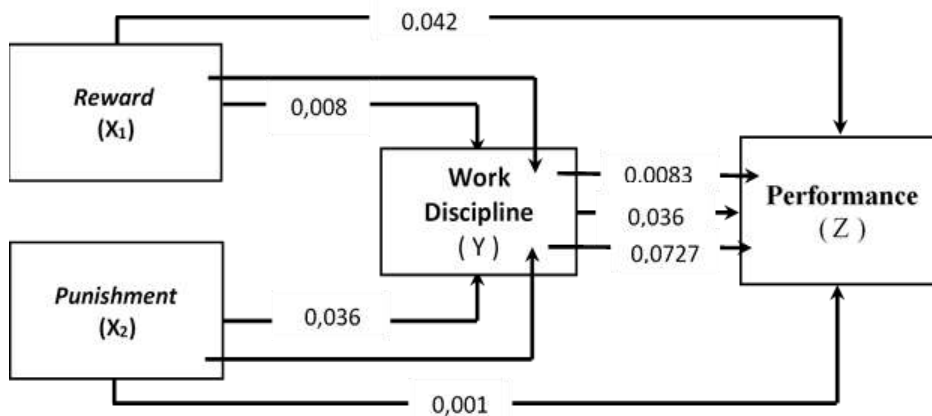

Figure 4. Path Analysis Model

1. Based on the picture, the path model proposed a relationship based on the theory that reward has a direct relationship with performance.
2. Based on the picture, the path model proposed a relationship based on the theory that punishment has a direct relationship with performance.

However, reward and punishment also have an indirect relationship to performance, as well as from reward to work discipline then to performance.

4.4.3 *F* Test

The feasibility test of this model is tested by the *F* Test method, the results of the *F* test determine the feasibility of a research model. Following are the results of the *F* Test from research data processing using IBM SPSS for *Windows Ver* 24.0.

Table 6. Test Results F

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	196,360	3	65,453	5,422	0,003[b]
	Residual	519,130	43	12,073		
	Total	715,489	46			

a. Dependent Variable: Performance.

b. Predictors: (Constant), Work Discipline, Punishment, Reward.

Source: Primery Data, processed with IBM SPSS 24.0, 2019.

It can be seen from table 6 above that a F_{count} value of 5.422 is obtained. Furthermore, these results will be compared with the value of F_{table}. The search for F_{table} is df (k; n-k). Value k = number of independent variables = 3, and n = respondent = 47. Then df (k; n-k) = df (3; 47-3) = df (3; 44) = 2.82; F_{count} = 5,422 > F_{table} = 2,82.

Then it can be concluded that the independent variables (reward, punishment and work discipline) simultaneously affect the performance (the dependent variable).

4.4.4 *t* Test

The t$_{test}$ is intended to find out how far the influence of one independent variable (reward, punishment, and work discipline) individually in explaining the dependent variable (performance). t$_{test}$ results in this study can be seen in table 2 and table 4, in previous calculations.

Based on the results of the t test (table 2), it can be proved as follows:
1. The effect of reward on work discipline
   Partial effect between reward on work discipline is 2.781 with a sign 0.0000 <α = 0.05. Sign value smaller than α = 0.05, indicates the acceptance of a hypothesis that states reward has a significant positive effect on work discipline,it means that the higher the effect of reward, it will affect the work discipline of employees atthe Culture and Tourism Office Sungai Penuh City.
2. Effect of punishment on work discipline
   Partial influence between punishment on work discipline 1,036 with sign 0.036 <α = 0.05. Sign value smaller than α = 0.05, indicates the acceptance of a hypothesis which states that punishment has a positive and significant effect on work discipline,it means that the higher the influence of punishment, the higher the employee work discipline at the Culture and Tourism Office Sungai Penuh City.

Based on the results of the t test (table 4), it can be proved as follows:
1. Effect of reward on performance
   Partial effect between reward on performance of 0.570 with a sign 0.042 <α = 0.05. Sign value is small than α = 0.05, indicating the acceptance of a hypothesis that states reward has a positive and significant effect on performance,it means that the higher the effect of reward, it will affect the performance at the Culture and Tourism Office Sungai Penuh City.
2. Effect of punishment on performance
   Partial influence between punishment on performance amounted to 0.394 with a sign of 0.036 <α = 0.05. Sign value smaller than α = 0.05, indicates the acceptance of a hypothesis which states that punishment has a positive and significant effect on performance,it means that the higher the influence of punishment, it will affect the performance of employees at the Culture and Tourism Office Sungai Penuh City.
3. The effect of work discipline on performance
   Partial influence between motivation on performance of 3,411 with a sign of 0.001 <α = 0.05. Sign value smaller than α = 0.05, indicates the acceptance of a hypothesis which states that work discipline has a positive and significant effect on performance,it means that the higher the influence of work discipline, it will affect the performance of employees at the Culture and Tourism Office Sungai Penuh City.

V.   CONCLUSIONS

Based on the results of research and data processing that have been done before, some conclusions can be drawn as follows:
1. Reward partially has a positive and significant effect on employee work discipline at the Culture and Tourism Office Sungai Penuh City.
2. Punishment partially has a positive and significant effect on employee work discipline at the Culture and Tourism Office Sungai Penuh City.
3. Work discipline partially has a positive and significant effect on the performance of employees at the Culture and Tourism Office Sungai Penuh City.
4. Reward partially has a positive and significant effect on the performance of employees at the Culture and Tourism Office Sungai Penuh City.
5. Punishment partially has a positive and significant effect on employee performance at the Culture and Tourism Office Sungai Penuh City.
6. That indirectly reward through work discipline has a positive but not significant effect on the performance of employees at the Culture and Tourism Office Sungai Penuh City.
7. That indirectly reward through work discipline has a positive but not significant effect on the performance of employees at the Culture and Tourism Office Sungai Penuh City.

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