

The Effect of Reward, Punishment and Organisational Climate on Employee Performance Through Job Satisfaction as A Mediating Variable at The Regional Revenue Management Agency (Bappenda) of NTB Province

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ABSTRACT: This study aims to examine the effect of reward, punishment, and organisational climate on performance and job satisfaction of NTB Province Bappenda employees, as well as the mediating role of job satisfaction on the effect of reward, punishment, and organisational climate on employee performance. This type of research is causal associative with a quantitative approach. Data were collected using the census method with 92 respondents of Bappenda employees of NTB Province. Data analysis techniques using PLS-SEM with Smart PLS software version 3. The results showed that reward has a significant positive effect on employee performance and job satisfaction, punishment has a significant negative effect on employee performance and job satisfaction, organisational climate has a significant positive effect on employee performance but not significant on job satisfaction. Job satisfaction has a significant positive effect on employee performance. There is an indirect effect of reward and punishment on employee performance through job satisfaction, as well as an indirect effect of organisational climate on employee performance through job satisfaction although not significant. The study recommends giving appropriate rewards and fair punishment to employees, as well as creating an organisational climate that supports work so as to increase job satisfaction and employee performance of Bappenda NTB Province.

KEYWORDS: *Employee Performance, Reward, Punishment, Organisational Climate, Job Satisfaction.*

I. INTRODUCTION

In the era of globalisation, managing Human Resources (HR) is not an easy thing, because various superstructures and infrastructures need to be prepared to support the realisation of a quality management process. [1] state that human resources is part of the management function that focuses on getting training, motivating, and retaining competent employees then human resource management is very influential on staffing to ensure the organisation hires and retains the right people. Therefore, the role of HR management in the organisation is not small, even as a central manager and provider of manpower for other departments.

[2] suggests that performance is the finding of workers' work in quality and quantity in carrying out their duties based on their responsibilities. Employees are needed so that the effectiveness and efficiency and productivity of the organisation increases. Employee performance can be influenced by several factors according to [3] and [4] include education and training, work discipline, compensation, organisational climate, career path system, reward and punishment, ability and expertise, knowledge, work design, personality, organisational culture, job satisfaction, work environment, loyalty, motivation commitment and leadership carried out in the organisation. Of the several factors mentioned, the researcher will re-examine the factors of reward, punishment, organisational climate and job satisfaction.

This is reinforced by [5] with the results of the study stating that Reward partially has a significant effect on Employee Performance. Punishment variables partially also have a significant effect on employee performance. However, there are different results shown by the research of [6], with the results showing that Reward has no partial effect on employee performance, Punishment has no partial effect on employee performance. Research of [7], shows that organisational climate has a positive and significant effect on employee performance. While different results are found in the research of [8], with the results showing that Organisational Climate has no significant effect on Employee Performance, thus indicating that there is a research gap in this study.

Because some previous studies only tested the direct effect, the researcher examined the indirect effect of several independent variables on the dependent variable through intermediate variables (mediation). Here researchers use job satisfaction variables as mediating variables. Job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply in each individual. The more aspects of the job that match the individual's wishes, the higher the level of satisfaction felt [9].

This research was conducted at the Regional Revenue Management Agency (Bappenda) of NTB Province. The reason the researchers chose Bappenda NTB Province as the research location is because based on the results of preliminary observations the researchers found that the performance of Bappenda always increases every year. And researchers want to see employee performance in improving organisational performance.

The phenomenon obtained regarding employee performance that Bappenda Provincial. NTB always experiences an increase every year because it always gets a predicate that matches expectations. However, in the process of achieving the assessed performance, it usually does not necessarily run smoothly or smoothly. The phenomenon related to rewards directly given to employees is the provision of awards in the form of material given if an employee is able to bring tax notes and cash during the morning apple. In addition, there is also a non-material reward, namely a joint holiday at the end of each year if the organisation is able to achieve the target. However, if the organisation is unable to achieve the target, the year-end holiday will be cancelled or not implemented. The holiday itself will be given to 10 representatives from each UPT.

As for the phenomenon of punishment given by Bappenda to employees, namely employees will be given a warning if the employee's attendance rate is still lacking, the employee will be reprimanded first. If the employee has been reprimanded for 2 times and there is no change, the employee will be given a written warning. If a written warning has been given, it will have an impact on cutting the employee's leave. The phenomenon of Organisational Climate is related to the management system that in Bappenda at this time has begun to implement a system of dividing the work positions of all employees based on their respective educational backgrounds and expertise. The phenomenon of job satisfaction states that satisfaction with colleagues is a supporting factor for satisfaction that can be felt by an employee at work. The satisfaction felt by employees towards co-workers where employees always consider each other as family so that good teamwork is built among fellow employees.

Based on the background, research gap and the phenomenon mentioned above, the author feels the need to conduct research on 'The Effect of Reward, Punishment and Organisational Climate on Employee Performance Through Job Satisfaction as a Mediating Variable at the Regional Revenue Management Agency (Bappenda) of NTB Province'.

II. LITERATURE REVIEW

2.1 Employee Performance

According to [1] performance is defined as the behaviour of individuals in the organisation who contribute to their assigned work to support organisational goals and avoid actions that can damage the organisation. Employee performance can be measured by indicators such as work quantity, work quality, timeliness, effectiveness and independence.

2.2 Reward

[35] reward is defined as an award in the form of money given to employees who can work beyond predetermined standards. Reward indicators are salary, incentives, goals, interpersonal awards, and promotions.

2.3 Punishment

According to [2] punishment aims to improve employee performance by threatening to provide lessons for violators. Punishment has indicators in the form of light punishment, moderate punishment and severe punishment.

2.4 Organizational Climate

The term organisational climate was first used by Kurt Lewin in the 1930s who used the term psychological climate. Then the term organisational climate was used by R. Tagiuri and GL. Tagiuri put forward a number of terms to describe behaviour in relation to the setting or place (setting) where behaviour arises; environment (environment), social environment (milieu), culture (culture), atmosphere (atmosphere), situation (situation), field pattern (field setting), behaviour pattern (behaviour setting) and condition (condition) [10]. The organisational climate indicators consist of the physical environment, social environment and management system.

2.5 Job Satisfaction

[28] states that job satisfaction is an emotion that is a response to the work situation, so job satisfaction cannot be seen but can be felt and will be reflected in attitudes such as being more loyal to the organisation, working optimally, and complying with the rules made in the organisation. The indicators of job satisfaction are liking their job, loving their job, positive work morale, work performance, and work discipline.

III. METHODS

The type of research used in this study is quantitative research. In terms of the level of explanation, this research is included in associative research. Research with a causal relationship is research that aims to determine the relationship between two or more variables [11].

3.1 Data Collection Methods

In this study, data was obtained through two (2) sources, including:

- 1) Primary data, namely data obtained directly from the NTB Provincial Bappenda Office, in this case data on the number of employees and respondents' answers to the questionnaires given.
- 2) Secondary Data, namely data obtained from informants or literature related to this research, including supporting books and journals.

The data collection method used in this study is a census. According to [11] The census method is a data collection method that is carried out by counting the entire population or sample unit.

3.2 Population and Respondents

The population of this study were all employees at the Regional Revenue Management Agency (Bappenda) of NTB Province totalling 92 people consisting of 5 fields and functional employees. The number of employees from each field is 27 people from the Secretariat, 11 people from the Retribution, Balancing Funds and Other Revenues, 15 people from the Regional Tax Division, 13 people from the Control and Development Division, 10 people from the Planning and Development Division, 11 functional employees and 5 field heads. Then the respondents were taken using the census method, namely taking the entire population as research respondents.

3.3 Data Analysis Technique

Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software version 3. PLS is one of the methods of solving Structural Equation Modeling (SEM) which in this case is more compared to other SEM techniques. There are 2 measurement models in this data analysis technique, namely the Measurement Model or Outer Model and the Structural Model or Inner Model.

3.3.1 Evaluation of Measurement Model

In evaluating the measurement model, there are 2 tests carried out, namely validity and reliability tests. The validity test is used to assess whether a questionnaire is valid or not. There are several stages of testing that will be carried out, namely through convergent validity, average variance extracted (AVE), and discriminant validity tests. Convergent validity can be fulfilled when each variable has an AVE value above 0.5, with the loading value for each item also having a value of more than 0.5 [12]. Another measure used to test discriminant validity is HTMT (Heterotrait Monotrait Ratio). It evaluates validity by checking whether the HTMT value is less than 0.9. Meanwhile, the reliability test is used to measure the consistency of the measuring instrument in measuring a concept or measuring the consistency of respondents in answering statement items in a questionnaire or research instrument.

3.3.2 Structural Model Evaluation

Inner model (inner relation, structural model and substantive theory) describes the relationship between latent variables based on substantive theory. Hypothesis testing uses bootstrapping techniques, explicitly using a percentile approach. The t-test is a statistical test used in this approach. The t value obtained from the two tailed test shows a significance level of 5% and has a value of 1.96. The conditions for testing the t-test include evaluating whether the t-statistic value exceeds the critical t-value or the significance value is below 0.05.

3.3.3 Evaluation of Model Quality and Suitability

Evaluating the quality of the model is by evaluating the entire model. This evaluation can be seen from several measures to declare the model acceptable such as R-Square, Q-Square, F-Square [13].

3.3.4 Mediation Role

According to [11] mediating variables are variables that affect the relationship between the independent variable and the dependent variable, and become an indirect relationship and are not observed and measured. There are three analysis models involving mediator variables as follows:

- 1) Full mediation, meaning that the independent variable is significantly unable to influence the dependent variable without going through the mediator variable.
- 2) Partial mediation, meaning that by involving mediator variables, the independent variable directly or indirectly affects the dependent variable.
- 3) Unmediated, meaning that without involving the mediator variable, the independent variable is able to directly influence the dependent variable.

IV. RESULTS

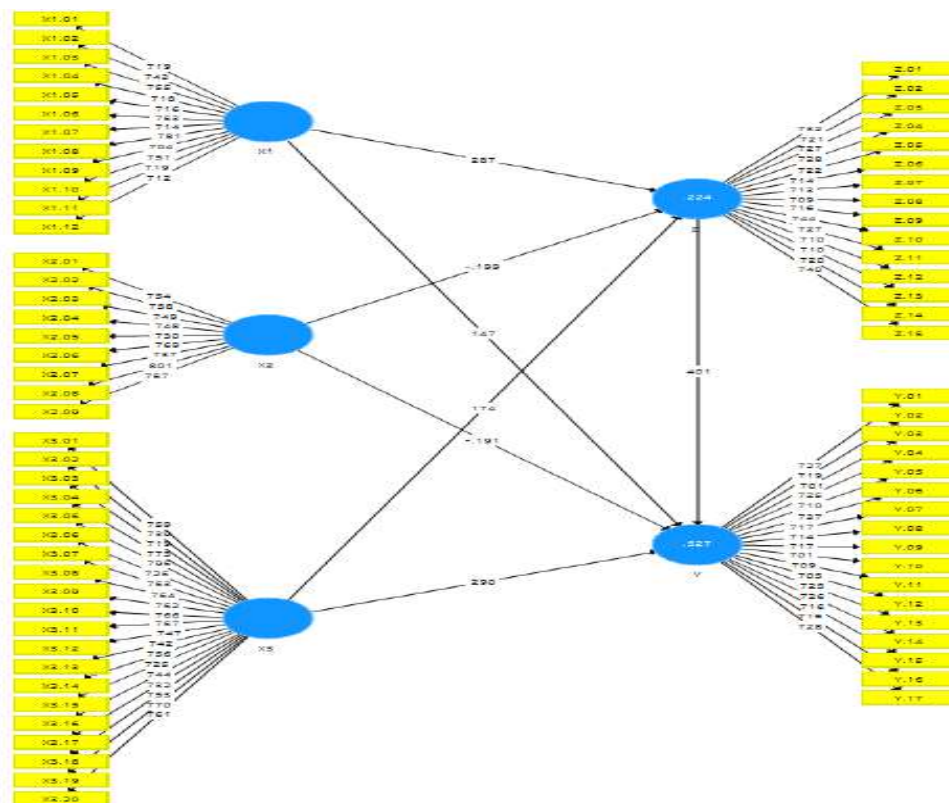
The results of Structural Equation Modeling (SEM) analysis with the Partial Least Square (PLS) method include evaluation of the measurement model and structural model. The measurement model (outer model) is a model that represents the relationship between variables and the corresponding indicators. Meanwhile, the structural model (inner model) shows the relationship between variables. The analysis results for the measurement model as well as the structural model are presented below.

4.1 Evaluation of the Measurement Model (Outer Model)

The measurement model of this research variable is reflective, where the causality relationship is from the variable to the indicator. In connection with this, the first measurement model evaluation carried out is the convergent validity test with the outer loading and average variance extracted (AVE) values, as well as discriminant validity with the heterotrait-monotrait ratio (HTMT) value. In addition, the reliability test (internal consistency) is also carried out with Cronbach's alpha (α) and composite reliability (CR) values.

4.1.1 Convergent Validity Test (Outer Loading)

Figure 1 Path Coefficient



Based on this figure, it can be seen that all measurement items in each variable, both Reward, Punishment, Organisational Climate, Job Satisfaction and Performance variables, show an outer loading value > 0.5, so it can be said that all indicators used are valid. Likewise, the HTMT test has also shown that the measurement items are more correlated with the measured construct than other constructs.

4.1.2 Reliability Test

The criteria for a variable to be declared reliable is if the Cronbach's Alpha (α) and Composite Reliability (CR) values are above 0.700.

Table 1 Cronbach's Alpha, Composite Reliability and AVE

Variable	Composite Reliability	Average Variance Extract	Average Variance Extract
Rewards	0.933	0.536	0,536
Punishment	0.923	0.572	0,572
Organizational Climate	0.963	0.564	0,564
Satisfaction Work	0.947	0.514	0,514
Performance	0.942	0.522	0,522

Table 1 shows that the Cronbach's Alpha and Composite Reliability values for the Reward, Punishment, Organisational Climate, Job Satisfaction, and Performance variables are greater than 0.700. While the AVE value of all research variables is more than 0.5. This indicates the existence of internal consistency. In other words, the reliability of the measurement model has been fulfilled as well.

4.2 Structural Model Evaluation (Inner Model)

Structural model evaluation or hypothesis testing is done through the bootstrapping process (percentile method). The statistical test used in this method is the t test. The test results seen from the t-values for the two-way test (two-tailed test) are 1.96 (significant level = 5%). The test criteria with the t-test are if the value $t_{statistik} > t_{tabel}$ or the significance value < 0.05 , it can be said that the hypothesis is accepted. The results of structural model testing can be seen in table 2.

Table 2 Hypothesis Test

Hypothesis	Coefficient	T-Value	P-value	Conclusion
Put Direct				
H1: Reward → Performance	0.147	1,980	0.048	Significant (+)
H2: Punishment → Performance	-0.191	2,953	0.003	Significant (-)
H3: Organizational Climate → Performance	0.290	3,964	0,000	Significant (+)
H4: Reward → Satisfaction Work	0.287	2,843	0.005	Significant (+)
H5: Punishment → Satisfaction Work	-0.199	2,235	0.026	Significant (-)
H6: Organizational Climate → Satisfaction Work	0.174	1,587	0.113	Not Significant (+)
H7: Satisfaction Work → Performance	0.401	5,675	0,000	Significant (+)
Indirect Influence				
H8: Reward → Satisfaction Work → Performance	0.115	2,650	0.008	Significant
H9: Punishment → Satisfaction Work → Performance	-0.080	2,095	0.037	Significant
H10: Organizational Climate → Satisfaction Work → Performance	0.070	1,594	0.112	Not significant

Table 2 contains the path coefficient values for each relationship, both direct and indirect effects. The coefficient value indicates the magnitude and direction of the influence of the independent variable on the dependent variable (positive/negative). Based on the table above, it shows that 8 hypotheses are accepted, and 2 hypotheses are rejected. The valid hypothesis states that the independent variable has a positive-negative and large influence on the dependent variable. However, the rejected hypothesis states that the relationship between variables is not statistically significant.

4.3 Quality Evaluation and Model Fit

R square value to describe the overall effect of exogenous/endogenous variables on other endogens in the model. The following is a table of R square values in this study:

Table 3 R Square Value

	R Square	R Square Adjusted
Y	.527	.505
Z	.224	.198

Table 3 shows the coefficient of determination (R²) for each dependent variable. The coefficient of determination represents the overall influence of the independent variables on the dependent variable. Based on Table 3, it is known that the effect of the independent variables on the performance variable is moderate, while the effect of the independent variables on the job satisfaction variable is weak. In other words, the research model is still not good enough in explaining the determinants of job satisfaction (22.4%), but it is good in explaining employee performance (52.7%).

4.4 Examination of Mediation Variables

The examination of indirect effects in this study can be seen in the explanation of the analysis results in Table 4 as follows:

Table 4 Recapitulation of Mediation Variable Test Results

Mediation Variable	Effect				Description
	(A) P 1. P 2	(B) P1	(C) P2	(D) P3	
X1(Reward)- Z(Satisfaction Work)- Y(Employee Performance)	0.115 *0.008 (Positive sig.)	0.287 *0.005 (Positive sig.)	0.401 *0.000 (Positive sig.)	0.147 *0.048 (Positive sig.)	Mediation Partial Complementary
X2(Punishment)- Z(Satisfaction Work)- Y(Employee Performance)	-0.080 *0.037 (Negative sig.)	-0.199 *0.026 (Negative sig.)		-0.191 *0.003 (Negative sig.)	Mediation Partial Complementary
X3(Organizational Climate)- Z(Satisfaction Work)- Y(Employee Performance)	0.070 *0.112 (Positive no sig.)	0.174 *0.113 (Positive no sig.)		0.290 *0.000 (Positive sig.)	Unmediated

Based on the table above, it shows that in hypotheses 8 and 9, the value of the indirect effect and the direct effect have the same value, thus job satisfaction is a complementary partial mediation. Whereas in hypothesis 10 the data also shows that the value of the indirect effect is not significant and the direct effect is significant, so there is a direct effect so that there is no role as a mediator (no mediation).

V. DISCUSSION

5.1 The Effect of Reward on Employee Performance

The results showed that Reward has a significant positive effect on Employee Performance in Bappenda of NTB Province with a coefficient value of 0.147, t statistic value $1.980 > 1.96$, and P value $0.048 < 0.05$, so the hypothesis is accepted.

The results of this study indicate that rewards have a positive and significant effect on employee performance at Bappenda of NTB Province is a finding that illustrates the importance of rewarding employees as a form of appreciation for their abilities. From the statement items, it is stated that Bappenda employees consider the allowances given to fulfil their needs. Because most employees work with the aim of fulfilling needs. However, on the other hand, work is a means of self-actualisation for employees because they want rewards that are in accordance with their expertise and work. This is based on Abraham Maslow's 1943 Needs Theory, which describes a hierarchy of human needs, including physical, safety, social, esteem and self-actualisation needs. Abraham Maslow's motivation theory suggests that the hierarchy of needs theory follows the plural theory, namely that a person behaves and works because of the urge to fulfil various needs.

The results of this study are strengthened by previous research conducted by [14], this study resulted in a positive and significant effect of rewards on the performance of employees of PT Matahari Department Store Madiun. Then strengthened by the research of [15], which found the results of reward had a positive and significant effect on employee performance at CV. Rizki Agung Surabaya which is indicated by the largest t value (1.046) and a significance level of 0.301.

5.2 The Effect of Punishment on Employee Performance

The results showed that punishment had a significant negative effect on employee performance at Bappenda NTB Province with a coefficient value of -0.191, a t statistic value of $2.953 > 1.96$, and a P value of $0.003 < 0.05$, so the hypothesis is accepted.

The results of this study are in accordance with the 'deterrence' theory or 'deterrent' theory related to punishment [16]. Deterrence theory states that the higher the punishment, the lower the performance. This theory assumes that the use of harsher or more severe punishment will cause employees to feel threatened or intimidated, so they will experience a decrease in performance in their work. The results of this study are also in

accordance with research conducted by [17] which shows that punishment has a negative and significant effect on employee performance.

The negative meaning of punishment is that the higher the punishment given by the company to employees, the lower or lower the employee's performance, if employees always get punishment from the company, the lower the employee's performance to work for the company. Punishment that is given gradually and suppresses employee work will indirectly negatively affect employee performance so that it will cause a decrease in employee work results.

5.3 Effect of Organisational Climate on Employee Performance

The results showed that Organisational Climate has a significant positive effect on Employee Performance at Bappenda NTB Province with a coefficient value of 0.290, t statistic value $3.964 > 1.96$, and P value $0.000 < 0.05$, so the hypothesis is accepted.

A suitable organisational climate can be influenced by many factors such as the comfort of the workspace and the cleanliness of the workplace, the availability of work equipment and supplies, the availability of work facilities that can help facilitate employees in working to make them work comfortably so that they can achieve the performance expected by the organisation. This convenience is a driving force for them to produce work in accordance with organisational expectations. The placement of resources in Bappenda NTB Province has also made it easier to complete work even though it is a lot, work regulations that are not too monotonous and so restricting employees, and clarity of main tasks and functions that must be carried out by employees have made it easier to achieve the best performance for these employees.

The results of this study are in accordance with Steers' theory which states that the higher the organizational climate, the higher the performance and satisfaction [18]. This theory emphasises the importance of a positive organisational climate in influencing employee behaviour, performance and satisfaction. The results of this study are also in accordance with research conducted by [19] showing that organisational climate has a positive and significant effect on employee performance. Then strengthened by [20] also revealed that organisational climate has a positive and significant effect on employee performance.

5.4 The Effect of Reward on Job Satisfaction

The results showed that Reward has a significant positive effect on Job Satisfaction in Bappenda NTB Province with a coefficient value of 0.287, a t statistic value of $2.843 > 1.96$, and a P value of $0.005 < 0.05$, so the hypothesis is accepted.

Providing fair and transparent rewards can provide appropriate recognition to employees for their contribution to the success of the agency. In addition to financial rewards, non-financial recognition is also important in increasing employee job satisfaction. This can be in the form of verbal appreciation, recognition of achievements in team meetings, or indirect promotions. This kind of recognition can strengthen employees' sense of self-worth and job satisfaction. In addition, there are also rewards provided by Bappenda Provinsi NTB in the form of non-material goods, namely a joint holiday at the end of each year if the organisation is able to achieve the target. However, if the organisation is not able to achieve the target then the year-end holiday is eliminated or not implemented. The holiday itself will be given to 10 representatives from each UPT.

The results of this study are in accordance with the theory according to [21], job satisfaction is closely related to the achievement of goals desired by individuals. When individuals feel that their achievements are recognised and valued by the organisation through the provision of rewards, they tend to feel more satisfied with their work. In this theory, David McClelland states that people have three main psychological needs: the need for achievement, the need for affiliation, and the need for power. The results of this study are reinforced by previous research conducted by [22], this study resulted in a positive and significant effect of rewards on job satisfaction. Then it was also strengthened by the research of [23], the results showed that the estimated reward effect score was positive 0.535.

5.5 The Effect of Punishment on Job Satisfaction

The results showed that punishment has a significant negative effect on employee performance in Bappenda of NTB Province with a coefficient value of -0.199 , t statistic value $2.235 > 1.96$, and P value $0.026 < 0.05$, so the hypothesis is accepted. Punishment is usually given by Bappenda NTB Province to employees if employees do not meet the attendance rate as the number of attendances determined by the agency. This will affect the level of leave that has been determined. If the attendance rate is still lacking, leave will be deducted for employees who make mistakes. Of course, this is done after a verbal warning is given first and then a written warning is given and ends in cutting the amount of leave.

The results of this study are in accordance with [24] theory in Social Justice Theory (Equity Theory), individuals tend to compare their inputs (work efforts, contributions) with the outputs (rewards, compensation) they receive from their work, as well as the inputs-outputs received by others around them. The results of this

study are also in accordance with research conducted by [25] which shows that punishment has a negative and significant effect on employee job satisfaction.

5.6 Effect of Organisational Climate on Job Satisfaction

The results showed that Organisational Climate has a positive but insignificant effect on Employee Job Satisfaction in Bappenda of NTB Province with a coefficient value of 0.174, t statistic value $1.587 > 1.96$, and P value $0.113 > 0.05$, so the hypothesis is rejected. The physical environment in the workplace, such as office design, lighting, temperature, and comfort, can affect employee job satisfaction. An office that is well designed, has comfortable facilities, and pays attention to employee needs can increase employee job satisfaction. However, the effect may not be felt significantly if there are other factors such as employee tenure of more than 5 years causing employees to be less satisfied. Because they have felt the same situation and conditions for years, they may be used to the situation so that they feel mediocre and do not pay too much attention to the organisational climate at work. Coupled with the age range of employees in Bappenda NTB Province who are dominantly at the age of 41 years and over or can be called the optimal age at work usually do not pay too much attention to their work environment. Employees with the optimal age range usually do not care too much about the existing organisational climate. They will usually focus more on things that can make them able to improve their careers before reaching retirement age.

The results of this study are in accordance with [26], organisational climate is a general and pure perception of the organisation that can be perceived by its members. This theory highlights how factors such as organisational culture, norms, values, and management practices implemented by an organisation can influence employee perceptions and experiences in the workplace. The results of this study are in accordance with the results of research conducted by [27], showing that organisational climate has a positive and insignificant effect on employee job satisfaction.

5.7 Effect of Job Satisfaction on Employee Performance

The results showed that Job Satisfaction has a significant positive effect on Employee Performance at Bappenda NTB Province with a coefficient value of 0.401, a t statistic value of $5.675 > 1.96$, and a P value of $0.000 < 0.05$, so the hypothesis is accepted. Job satisfaction of NTB Province Bappenda employees is in the satisfied or high category. Employees are satisfied and happy in carrying out their work because the division of workload given is in accordance with education and abilities, the facilities and facilities provided by management are adequate, the role and support of colleagues in carrying out tasks is good, the role of leaders in carrying out supervision and opportunities in developing careers in the organisation are good. [28] states that job satisfaction is an emotion that is a response to the work situation, so job satisfaction cannot be seen but can be felt and will be reflected in attitudes such as being more loyal to the organisation, working optimally, and complying with the rules made in the organisation.

The results of this study are reinforced by the opinion of [29]; [30]; and [4] that one of the factors that affect employee performance is job satisfaction. In addition, the results of research from [31], [32], [33] and [34] also state that job satisfaction can have a positive and significant effect on employee performance.

5.8 The Effect of Reward on Employee Performance mediated by Job Satisfaction

The results showed that job satisfaction can mediate the effect of reward on employee performance in Bappenda of NTB Province, where the effect is positively significant with a coefficient value of 0.115, t statistic value $2.650 > 1.96$, and P value $0.008 < 0.05$, so the hypothesis is accepted. The high job satisfaction of NTB Province Bappenda employees is supported by a collaborative and inclusive work culture that can increase employee satisfaction with colleagues. Encouraging cooperation, open communication, and mutual support can create an environment where employees feel supported and valued by fellow team members. Positive rewards can improve employee performance [35]. Based on the respondents' answers regarding the rewards given at Bappenda NTB Province, it is classified as appropriate, so that employee performance has a high value. Then the high job satisfaction felt by employees was able to increase the performance of these employees.

The results of this study are in accordance with the results of research conducted by [36] showing that rewards contribute to employee performance through job satisfaction, thus, job satisfaction has a partial mediation role. This means that giving rewards is able to improve performance, both directly and mediated by job satisfaction.

5.9 The Effect of Punishment on Employee Performance mediated by Job Satisfaction

The results showed that job satisfaction can mediate the effect of punishment on employee performance in Bappenda of NTB Province, where the effect is negatively significant with a coefficient value of -0.080 , t statistic value $2.095 > 1.96$, and P value $0.037 < 0.05$, so the hypothesis is accepted. The high job satisfaction felt by NTB Province Bappenda employees both related to satisfaction with salary, work, promotion, colleagues

and work supervision can prevent punishment and avoid bad behaviour in the workplace. Employees with high job satisfaction will be able to adjust to the conditions of the work environment and understand the conditions of their colleagues, so that good relationships can be established with colleagues and the achievement of expected work results both individually and in teams, and can control actions that can harm themselves and the organisation caused by negligence committed either intentionally or not.

The provision of punishment aims to improve employee performance by providing lessons for violators. Punishment is applied with the aim of maintaining applicable regulations so that all tasks and responsibilities can be completed properly [2]. The results of this study are in accordance with the results of research conducted by [37] showing that Punishment has a significant effect on employee performance through Job Satisfaction. Thus, job satisfaction has a partial mediation role.

5.10 Effect of Organisational Climate on Employee Performance mediated by Job Satisfaction

The results showed that job satisfaction was not able to mediate the effect of organisational climate on employee performance in Bappenda of NTB Province, where the effect was positively insignificant with a coefficient value of 0.070, t statistic value $1.594 > 1.96$, and P value $0.112 > 0.05$, so the hypothesis was rejected.

Job satisfaction is considered a variable that can usually mediate the relationship between organisational climate and employee performance. Although there are several studies that support the positive relationship between job satisfaction, organisational climate, and employee performance, in this study the effect was not proven statistically significant. This could be due to the complexity of the variables involved, the small sample size, or other unidentified factors. Another factor that causes job satisfaction not to mediate the effect of organisational climate on employee performance is the work of Bappenda employees who are oriented towards pursuing tax targets. Bappenda employees are more often out in the field in terms of tax collection to the public so that the organisational climate does not have much impact on their work which is often outside the office. So that Bappenda employees will not be too satisfied with the conditions and situations in the office because they are rarely there.

This is supported by organisational theory which emphasises organisational structure, organisational culture, and the role of management in determining employee performance. A positive organisational climate can improve employee performance, but job satisfaction alone does not directly mediate this relationship. Instead, job satisfaction can be considered an outcome of a good organisational climate [38]. So that the results of this study are in accordance with the results of research conducted by [39] which shows that Organisational Climate has no effect on employee performance through Job Satisfaction as a mediating variable. Thus, job satisfaction has an unmediated role in this relationship.

VI. CONCLUSION

Based on the results of the research and discussion described above, it can be concluded from this study that reward, punishment and organisational climate affect the performance of Bappenda of NTB Province but in this study the organisational climate has no effect on job satisfaction and job satisfaction does not act as a mediator in the relationship between organisational climate and employee performance of Bappenda of NTB Province.

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