

ABSTRAK

Kinerja pegawai merupakan elemen penting dalam mewujudkan efektivitas organisasi sektor publik. Upaya peningkatan kinerja tidak hanya bergantung pada kemampuan individu, tetapi juga pada sistem manajemen sumber daya manusia yang mampu mendorong motivasi, kepuasan, dan komitmen kerja. Penelitian ini bertujuan menganalisis pengaruh *reward*, *punishment*, dan komitmen organisasi terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel intervening pada Pemerintah Kabupaten Jember. Penelitian ini penting dilakukan mengingat masih diperlukan strategi pengelolaan aparatur yang berorientasi pada peningkatan kinerja dan kualitas pelayanan publik. Penelitian ini menggunakan pendekatan kuantitatif dengan desain *explanatory research*. Data diperoleh dari 300 Aparatur Sipil Negara di lingkungan Pemerintah Kabupaten Jember yang dipilih menggunakan *proportional random sampling*. Pengumpulan data dilakukan melalui kuesioner terstruktur dan dianalisis menggunakan *Structural Equation Modeling* berbasis *Partial Least Square* (SEM-PLS) dengan bantuan aplikasi WarpPLS 8.0 untuk menguji hubungan langsung maupun tidak langsung antarvariabel. Hasil penelitian menunjukkan bahwa *reward*, *punishment*, dan komitmen organisasi berpengaruh positif signifikan terhadap kepuasan kerja. *Reward* berpengaruh positif tetapi tidak signifikan terhadap kinerja pegawai. *Punishment*, komitmen organisasi, dan kepuasan kerja berpengaruh positif signifikan terhadap kinerja pegawai. Kepuasan kerja terbukti memediasi pengaruh *reward*, *punishment*, dan komitmen organisasi terhadap kinerja pegawai. Temuan ini menegaskan bahwa kebijakan penghargaan tidak selalu berdampak langsung terhadap peningkatan kinerja, namun menjadi lebih efektif ketika mampu meningkatkan kepuasan kerja pegawai. Penelitian ini memberikan kontribusi teoritis dalam memperkuat peran kepuasan kerja sebagai mekanisme mediasi serta kontribusi praktis bagi pemerintah daerah dalam merancang sistem manajemen kinerja yang lebih adil, adaptif, dan berorientasi hasil.

Kata Kunci: *reward*, *punishment*, komitmen organisasi, kepuasan kerja, kinerja pegawai, sektor publik.

ABSTRACT

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

Keywords: *reward, punishment, organizational commitment, job satisfaction, employee performance, public sector.*