

ABSTRAK

Penelitian ini bertujuan untuk menganalisis peran kompetensi, etika kerja, *reward*, dan *punishment* terhadap kinerja pegawai di Kantor Badan Koordinasi Wilayah Pemerintahan dan Pembangunan V Jember (Bakorwil V Jember). Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan teknik pengumpulan data melalui kuesioner berskala Likert. Populasi dalam penelitian ini mencakup seluruh pegawai Bakorwil V Jember yang berjumlah 55 orang, dengan teknik pengambilan sampel menggunakan *sampling* jenuh (seluruh anggota populasi dijadikan sampel). Data diolah menggunakan bantuan software IBM SPSS Statistics dengan analisis regresi linear berganda, uji instrumen (validitas dan reliabilitas), uji asumsi klasik, serta uji hipotesis (uji t dan koefisien determinasi). Hasil analisis menunjukkan bahwa secara parsial, variabel kompetensi ($t = 2,830$ Sig = 0,007) etika kerja ($t = 3,592$ Sig = 0,001) *reward* ($t = 3,747$ Sig = 0,000) dan *punishment* ($t = 4,717$ Sig = 0,000) berpengaruh positif dan signifikan terhadap kinerja pegawai. Nilai Koefisien Determinasi (*Adjusted R Square*) sebesar 0,516 mengindikasikan bahwa keempat variabel independen tersebut secara bersama-sama mampu menjelaskan variasi kinerja pegawai sebesar 51,6%, sedangkan sisanya sebesar 48,4% dipengaruhi oleh faktor lain di luar model penelitian. Implikasi penelitian ini menegaskan pentingnya penguatan kapasitas kompetensi, pembinaan etika kerja, serta penerapan sistem *reward* dan *punishment* secara adil, konsisten, dan transparan guna mengoptimalkan kinerja organisasi secara berkelanjutan.

Kata Kunci: Kompetensi, etika kerja, *reward*, *punishment*, kinerja pegawai

ABSTRACT

This study aims to analyze the role of competence, work ethics, reward, and punishment on employee performance at the Office of Regional Government and Development Coordination Body V Jember (Bakorwil V Jember). The research method utilized a quantitative approach with data collected through a Likert scale questionnaire. The population in this study comprised all 55 employees at Bakorwil V Jember, using a census/saturated sampling technique where the entire population was taken as the sample. Data were processed using IBM SPSS Statistics software, employing multiple linear regression analysis, instrument testing (validity and reliability), classical assumption tests, and hypothesis testing (t-test and coefficient of determination). The results showed that partially, competence ($t = 2,830$ Sig = 0,007) work ethics ($t = 3,592$ Sig = 0,001) reward ($t = 3,747$ Sig = 0,000) and punishment ($t = 4,717$ Sig = 0,000) had a positive and significant effect on employee performance. The Adjusted R Square value of 0.516 indicates that these four independent variables collectively explain 51.6% of the variance in employee performance, while the remaining 48.4% is influenced by other factors outside the research model. The implications of this study emphasize the importance of enhancing competence capacity, fostering work ethics, and applying reward and punishment systems fairly, consistently, and transparently to optimize organizational performance sustainably.

Keywords: Competence, work ethics, reward, punishment, employee performance