

The Effect of Reward, Punishment on Satisfaction and Work Ethic and its Implication on Organizational Commitment (Empirical Study on Ministry of Religious Affairs Employees in the South Papua Province Region)

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ABSTRACT

The research focused on the effect of the reward and punishment system on the level of satisfaction and work ethic of employees, and how to influence the organizational commitment of employees at the Office of the Ministry of Religion in the South Papua Province Region. The type of research used is quantitative. The total population totaled 159 people. The sampling technique uses a saturated sampling approach (census), which involves all members of the population. Data collection procedures through online questionnaires. The results of this study indicate that reward has a significant positive effect on job satisfaction, reward has a significant positive effect on work ethic, reward has no significant effect on organizational commitment, punishment has no significant effect on job satisfaction, punishment has no significant effect on work ethic, punishment has no significant effect on organizational commitment, job satisfaction has a significant positive effect on organizational commitment, work ethic has a significant positive effect on organizational commitment, job satisfaction mediates the effect of reward on organizational commitment, work ethic mediates the effect of reward on organizational commitment, job satisfaction does not mediate the effect of punishment on organizational commitment, work ethic does not mediate the effect of punishment on organizational commitment.

INTRODUCTION

The Office of the Ministry of Religious Affairs in South Papua Province has various fields of community service related to religious affairs, including the General Secretariat, Islamic Guidance (including the services of the Religious Affairs Office), Islamic Education, Christian Guidance, Catholic Guidance, Buddhist Guidance, and the organization of Hajj and Umrah. Each field has different tasks and functions and a significant workload, especially the intensive organization of Hajj and Umrah with an average service of 20 (twenty) Hajj applicants per day.

As an implementation of the principles of good governance, the 2023 Government Agency Performance Accountability Report shows improved performance compared to the previous period. This can be seen from the increase in the quality of religious life in houses of worship, the increase in the religious harmony index, and the achievement of budget realization from the total budget ceiling. In addition, the quality of religious services and access to education services has also improved, although there are still some targets that have not been fully achieved.

Work in the Office of the Ministry of Religious Affairs has its own characteristics, as stated in the values of the organizational work culture which consists of five elements, namely Integrity, Innovation, Responsibility, and Exemplary. The demand to always have integrity, be professional, be responsible for work and organization and be a role model for others is not an easy matter. The performance of government agencies is certainly inseparable from the performance of employees who are in it. However, based on initial observations, there are several problems that exist in the Office of the Ministry of Religious Affairs in the South Papua Province region, including high absenteeism rates and the intention to move to other work units.

Considering that humans are the central element in carrying out various activities that encourage the achievement of goals, improving HR capabilities is something that cannot be ignored. The work performance of team members is often influenced by the level of commitment they have to the organization. The problem that often arises today is the lack of effectiveness of the company, which is caused by high personnel turnover and high absenteeism rates, indicating the low level of commitment of team members to the organization. Therefore, staff who exhibit high levels of organizational commitment consistently show clear attitudinal differences compared to those with low commitment. High levels of organizational commitment contribute to improved job performance, lower absenteeism, and reduced staff turnover. Conversely, highly committed staff tend to show higher productivity in their work (Luthans, 2005). Conversely, a lack of commitment from staff has a detrimental impact. Any organizational entity will feel a great challenge when staff do not have strong commitment. Individuals who lack commitment will not make maximum contributions to the organization and tend to leave the entity quickly.

In addressing the situation, the Office of the Ministry of Religious Affairs in South Papua Province has taken preventive measures. This involves giving

verbal warnings as an initial step to raise employees' awareness of the importance of complying with organizational rules. If the warning is ignored by the employee concerned, the next step is to issue a formal warning letter noting the violation and its consequences. Furthermore, if the violation continues or shows significant severity, the employee may be sanctioned with a delay in promotion or even dismissal, according to the severity and in accordance with established procedures.

Such measures are implemented with the aim of ensuring discipline and adherence to organizational rules. This demonstrates the organization's commitment to enforcing rules and sanctioning staff who violate them, in an effort to create a professional work environment with integrity. Strong organizational commitment is essential for the success of the organization in achieving its goals (Oliveira and Rowe, 2018). Employees who have a high level of commitment to the organization will tend to show superior performance, because they diligently strive to realize the vision and mission of the organization, and lead the organization to the peak of success.

Public sector organizations have long been perceived as overly large and inefficient, with employees often perceived as less productive and self-interested (Baldwin, 1984; Su et al., 2013). Public sector organizations are also often described as bureaucracies filled with excessive rules and procedures, hierarchical and formal decision-making processes, and constrained by often conflicting public interests, leading to unclear organizational goals (Farnham and Horton, 1996; Hughes, 1994). As a result, employees in the public sector find it difficult to assess their value and contribution to the achievement of these unclear goals. (Darmawan and Mardikaningsih, 2021) argue that with commitment to the organization, employees will instinctively be more effective in carrying out their duties, which in turn helps achieve industry goals better.

The implementation of rewards and punishments, both directly and indirectly, has a significant impact on customer satisfaction and the work culture adopted by employees. Employee performance, which determines the quality of the industry, is reflected through work ethic, discipline, and commitment to the organization. Work ethic simultaneously contributes positively to employee performance, where a strong work ethic comes from individual qualities that are reflected in daily activities (Komala, 2020). Work ethic is not only a measure of individual quality, but also an important indicator for the industry in providing rewards. By recognizing and reinforcing a good work ethic, companies can create a productive work environment and spur sustainable growth.

Punishment plays an important role in increasing job satisfaction, because it can reduce mistakes at work and encourage employees to develop in a more positive direction. Job satisfaction is an emotional attitude that gives a sense of pleasure and satisfaction in carrying out work, as explained by (Hasibuan, 2016). When someone joins an organization as an employee, they bring with them various expectations, needs, and past experiences that shape their work expectations, according to research conducted by Umar (in Puspitawati et al., 2014). Aspects such as workload, salary, promotion,

relationships with superiors and co-workers, which are considered determinants of job satisfaction, indicate a good level of management within the organization, which in turn contributes positively to the level of organizational commitment. According to employees, managers who listen to suggestions, co-workers who always prioritize mutual interests, and opportunities for employees to be promoted are all factors that can increase overall job satisfaction.

Furthermore, the role of work ethic in mediating the relationship between rewards and organizational commitment is very important, as stated by (Sinamo, 2011). Work ethic not only includes the typical behavior of an organization or community, but also includes various motivational factors, key characteristics, basic spirit, core thinking, as well as various codes of ethics, morals, and behavior that govern attitudes, aspirations, beliefs, principles, and standards. In this context, rewards can be one of the key drivers for employees to increase their level of work ethic and strengthen their commitment to the organization. Thus, understanding and reinforcing work ethic can be an effective strategy for companies to increase the level of employee commitment.

When it comes to the implementation of reward and punishment systems, there are a number of concerns that arise. One of them is the potential for abuse of authority, corrupt practices, and fraudulent behavior that can damage the integrity of the organization. In addition, there are concerns that the use of this system can result in decreased employee motivation and performance, especially if rewards and sanctions are not carried out fairly and transparently. This can disrupt a healthy work climate and reduce employees' trust in company management, thus affecting their productivity and loyalty to the organization. Therefore, it is important for companies to design and implement reward and punishment systems carefully and prioritize the principles of fairness and integrity in the process.

Within the scope of this research, the effect of reward and punishment systems on job satisfaction and work ethic of employees in the Office of the Ministry of Religious Affairs in South Papua Province will be explored. The purpose of this study is to understand whether the implementation of the reward and punishment system can improve the job satisfaction and work ethic of civil servants, and how this implies the formation of a stronger organizational commitment among them. The research also aims to identify factors that may influence the effectiveness of the reward and punishment system, as well as explore whether this system encourages improved employee performance and loyalty, or instead causes unintended impacts. Thus, this research is expected to provide in-depth insight into human resource management and organizational dynamics within the civil servants of the Office of the Ministry of Religious Affairs. The Office of the Ministry of Religious Affairs in the Papua Province Region was chosen as the research location because of the phenomenon of problems related to employee commitment that need to be investigated further. In recent years, there has been a decline in employee performance as indicated by high workplace absenteeism and high turnover.

THEORETICAL REVIEW

The Concept of Organizational Commitment

Referring to Becker's (in Cohen and Gattiker, 1992) opinion conceptualizes the term "commitment" in side-bet theory, which states that individuals show commitment to their organization because of some valuable investment they have built with the organization. If an employee neglects the organization, then the investment preserved by the employee will be lost. This is one of the fundamental attempts to forward the meaning of commitment that shows a thoughtful point of view for the relationship between employees and organizations. Armstrong and Taylor (2023, p. 210) notes that commitment is the strength of an individual's identification with, and involvement in, an organization.

The most widely adapted definition of organizational commitment comes from Mowday, et al. (1979) that organizational commitment is "the relative strength of an individual's relationship with an organization". Organizational commitment is the extent to which workers believe and accept the goals of the organization and want to remain with the company (Mathis et al., 2017, p. 173). Organizational commitment is the desire of an employee to remain a member of the organization (Colquitt et al., 2019, p. 62).

Definition of Reward

Reward is a form of appreciation or reward given to someone in recognition of outstanding achievement or success in completing tasks in accordance with established conditions (Sofiati, 2021). Giving rewards is not only a form of appreciation, but also an effort to stimulate individual performance improvement. With an effective reward system, individual motivation and productivity can increase significantly. The purpose of giving rewards is not only limited to improving performance, but also to produce quality performance and form a positive attitude in completing the tasks that have been entrusted by the leadership. This creates a work environment that motivates and supports individual growth and achievement on an ongoing basis (Arohman and Fatoni, 2021).

The concept of rewards is also defined by several experts, such as Arikunto (in Mesra, 2020), who presents a deeper understanding of the value and role of rewards in motivating and strengthening overall organizational performance. From the discussion of previous experts, it can be concluded that rewards are not only material, but also include non-material dimensions that are important in the industrial context. These rewards are given to employees as a stimulus to be more proactive and achieve better results in achieving company goals.

Concept of Punishment

Punishment, which comes from English, refers to sanctions or penalties imposed on employees as a consequence of their inability to complete tasks or responsibilities in accordance with leadership expectations (Sofiati, 2021). According to (Bandiyono et al., 2021), punishment can be divided based on its

level into disciplinary punishment, mild, moderate, and severe. Research by (Purwanto, 2007), added that punishment can be applied in two forms, namely preventive punishment and expressive punishment. Preventive punishment is a precautionary measure enacted to prevent violations, while repressive punishment is a punishment given in response to violations that have occurred.

Indicators of punishment include rules, prohibitions, disciplinary actions, reprimands, and punishments. The application of punishment that is appropriate and in accordance with its targets can be a stimulus for employees to increase their work motivation. The purpose of punishment is to correct inappropriate work behavior and provide awareness to employees who make mistakes or negligence. The effect of punishment on work motivation creates a cycle where effective punishment will encourage high levels of work motivation, while a reduction in the intensity of punishment can result in a significant decrease in work motivation. Therefore, it is important for management to apply punishment wisely and fairly in order to maintain optimal levels of work motivation in the workplace (Kurnia et al., 2022).

Concept of Job Satisfaction

Job satisfaction is defined by Locke (in Liu et al., 2016) as a pleasant emotional state resulting from an assessment of one's job or work experience (Colquitt et al., 2019, p. 94; Luthans et al., 2021, p. 118). Job satisfaction as a result of employees' perceptions of how well their jobs provide things that are considered important (Luthans et al., 2021, p. 118). Job satisfaction as positive feelings about one's job resulting from an evaluation of its characteristics (Judge and Robbins, 2017, p. 116). Based on the various definitions above, it can be concluded that job satisfaction is a pleasant emotional state resulting from an assessment of an employee's/employee's job or work experience.

Definition of Work Ethic

Work ethic, in concept, involves the way an individual views the execution of tasks with the aim of achieving desired results or achieving success. This is the foundation for everyone in developing expertise and competence in their respective fields (Ratri, 2022). The success of an organization cannot be separated from the contribution of the work ethic of its employees. A strong work ethic, both in terms of quality and quantity in carrying out their responsibilities, can make a major contribution to the company's success (Ferlia and Ayuanti, 2022). Work ethic is a set of positive work attitudes rooted in strong cooperation, fundamental trust, accompanied by total commitment to an integral work paradigm (Ghani and Susita, 2022). Work ethic is not only about how a person works, but also about how they contribute positively to the overall growth and success of the organization.

Previous research

Previous research results used as references in this research are as follows:

Afolashade et al. (2024) examined the effect of emotional intelligence, job satisfaction, and reward systems on job commitment among workers in Ogun

State, Nigeria. The type of research used is descriptive ex-post-facto. The study sample consisted of 250 workers randomly selected from five civil service ministries and five private companies in Ogun State, using stratified random sampling technique. Data were collected using questionnaires that included organizational commitment scale, emotional intelligence scale, job satisfaction scale, and reward system questionnaire. Data were analyzed using Pearson's product moment correlation and multiple regression analysis. The results showed that emotional intelligence, job satisfaction, and reward system were significantly related to work commitment. Emotional intelligence has the greatest contribution to work commitment, followed by job satisfaction and reward system.

Intan et al. (2024) examined the effect of individual characteristics and work ethic on organizational commitment and employee performance at Singosari Health Center, Malang Regency. This type of research is quantitative with the SEM-SmartPLS method. Data were collected through questionnaires distributed to all employees of the Singosari Health Center, using a saturated sample technique. The results showed that individual characteristics and work ethic have a significant effect on organizational commitment, but individual characteristics do not have a significant effect on employee performance. However, organizational commitment mediates the effect of individual characteristics and work ethic on employee performance.

Yuliani (2021) analyzed the effect of transformational leadership, transactional leadership, and work ethic on organizational commitment in employees of PT Akindo Karya Gemilang Jakarta. This type of research is quantitative with a survey method. The number of research samples was 92 employees selected using proportionate stratified random sampling technique. The data were collected through questionnaires and analyzed using multiple linear regression analysis, t test, F test, and coefficient of determination with the help of the SPSS version 23 program. The results showed that transformational leadership and work ethic had a positive and significant effect on organizational commitment, while transactional leadership had no significant effect. Simultaneously, transformational leadership, transactional leadership, and work ethic have a significant effect on organizational commitment.

METHODOLOGY

Method is something that must exist in conducting a research (Tokang & Yumame, 2023; Ohoiwutun, 2023). This method is used as a foundation in answering the research questions that have been asked before (Patmasari, 2022; Ohoiwutun & Ilham, 2023). In utilizing research methods, it must be in line with the subject matter being studied (Ilham et al., 2020). The method in the Big Indonesian Dictionary (KBBI) can be defined as a regular way used to carry out a job so that it can be achieved according to the desired goals or previously planned goals (Ilham, 2020).

Therefore, the research to be conducted utilizes quantitative research methods. A non-experimental design is used with a causal-comparative sub-design. The population is the entire sample unit in the generalization area of the

research results (Solimun et al., 2018, p. 133). The population in this study were all civil servants at the Ministry of Religion in the South Papua Province area, with a total of 159 civil servants. The sample is a portion of the unit that is representative of the population (Solimun et al., 2018, p. 136). The sampling technique in this study uses a saturated or census sampling approach, which involves all members of the affordable population (Solimun et al., 2018, p. 135). Thus, the number of samples determined in this study amounted to 159 respondents.

The online questionnaire was designed through the Google Form website and distributed through social media and the WhatsApp messaging application. Respondents who met the criteria received a URL link leading to the website where the questionnaire had been provided. Analysis Techniques; Respondent Characteristics, Descriptive Analysis of Variables, Structural Equation Modeling (SEM Assumption Testing and Model Feasibility Testing), Measurement Model Evaluation, Structural Model Evaluation, and Mediation Effect Testing.

RESULTS

Descriptive Analysis Results

Variable Descriptive analysis is a form of data analysis used to describe the state of each variable and to determine the description of respondents' answers to statement items on each research variable. There are five variables analyzed descriptively in this study, namely the Reward (X1), Punishment (X2), Job Satisfaction (Y1), Work Ethic (Y2), and Organizational Commitment (Z) variables. The description of each indicator is expressed in frequency and average (mean) values.

SEM Assumption Testing Results

a. Outlier Data Test Results

The outlier data test consists of a univariate outlier data test and a multivariate outlier data test. The univariate outliers test is conducted by calculating the Z-score value of each item through the SPSS Statistics 25 program. The general criteria used are if the Z-score value is lower than -2.58 or greater than 2.58, it is considered as outlier data.

b. Normality Test Results

Data normality testing is seen from the Critical Ratio (C.R.) value on Skewness-Kurtosis, which is if the statistical value is between - 2.58 and +2.58, then the data is normally distributed (Hair et al., 2019, p. 96).

Measurement Model Evaluation Results

After the data distribution assumptions are met, the initial stage in SEM analysis is to evaluate the measurement model. The measurement model shows the extent to which the measuring indicators relate to each construct they measure, given the relationship between constructs (Meyers et al., 2013, p. 419). Evaluation of the measurement model is a requirement that must be met before proceeding to the evaluation of the structural model. SEM analysis for

measurement model evaluation with the CFA (Confirmatory Factor Analysis) approach for each construct is shown below:

Table. 1 CFA Test Results X1 Construct

Indicator	Loading	CR	AVE
X1.1	0,886		
X1.2	0,902		
X1.3	0,502	0,859	0,516
X1.4	0,655		
X1.5	0,531		
X1.6	0,731		
Cut-off Value		≥ 0,70	≥ 0,50
Conclusion		Realible	Valid

Source: SPSS Amos Data Processing, 2024.

Table 1 shows that the most dominant indicator forming the X1 (Reward) construct is X1.2 with a loading value of 0.902. Overall, these results prove that the X1 construct is reliable and valid.

Table. 2 CFA Test Results X2 Construct

Indicator	Loading	CR	AVE
X2.1	0,535		
X2.2	0,685	0,688	0,359
X2.3	0,642		
X2.4	0,417		
Cut-off Value		≥ 0,70	≥ 0,50
Conclusion		Realible	Valid

Source: SPSS Amos Data Processing, 2024.

Table. 2 shows that the most dominant indicator forming the X2 (Punishment) construct is X2.2 with a loading value of 0.685. Overall, these results prove that the X2 construct is reliable and valid.

Table. 3 CFA Test Results Y1 Construct

Indicator	Loading	CR	AVE
Y1.1	0,878		
Y1.2	0,916		
Y1.3	0,630	0,859	0,559
Y1.4	0,546		
Y1.5	0,700		
Cut-off Value		≥ 0,70	≥ 0,50
Conclusion		Realible	Valid

Source: SPSS Amos Data Processing, 2024.

Table. 3 shows that the most dominant indicator forming the Y1 construct (Job Satisfaction) is Y1.2 with a loading value of 0.916. Overall, these results prove that the Y1 construct is reliable and valid.

Table. 4 CFA Test Results Y2 Construct

Indicator	Loading	CR	AVE
Y2.1	0,552		
Y2.2	0,517		
Y2.3	0,552		
Y2.4	0,772	0,876	0,512
Y2.5	0,800		
Y2.6	0,908		
Y2.7	0.803		
Cut-off Value		$\geq 0,70$	$\geq 0,50$
Conclusion		Realible	Valid

Source: SPSS Amos Data Processing, 2024.

Table. 4 shows that the most dominant indicator forming the Y2 (Work Ethic) construct is Y2.6 with a loading value of 0.908. Overall, these results indicate that the Y2 construct is reliable and valid.

Table. 5 CFA Test Results Construct Z

Indicator	Loading	CR	AVE
Z.1	0,717		
Z.2	0,734		
Z.3	0,795	0,908	0,623
Z.4	0,855		
Z.5	0,831		
Z.6	0,794		
Cut-off Value		$\geq 0,70$	$\geq 0,50$
Conclusion		Realible	Valid

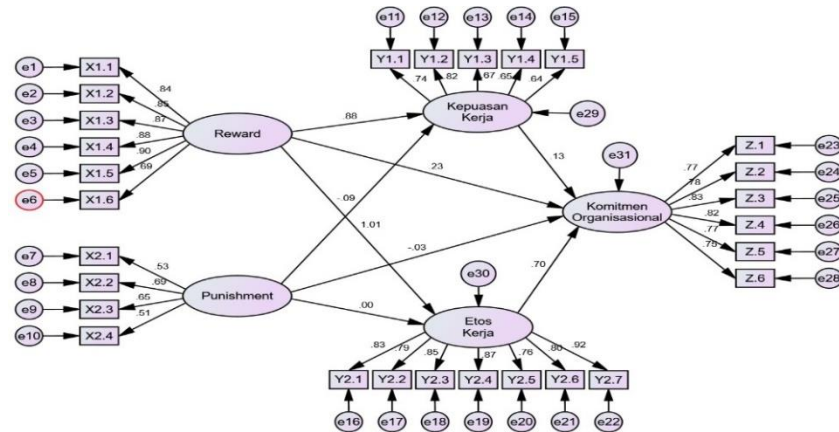
Source: SPSS Amos Data Processing, 2024.

Table. 5 shows that the most dominant indicator forming construct Z (Organizational Commitment) is Z.4 with a loading value of 0.855. Overall, these results indicate that construct Z is reliable and valid.

Structural Model Evaluation Results

a. Model Feasibility Test

After the measurement model evaluation is fulfilled, the next step in SEM analysis is to evaluate the structural model. The structural model shows the causal relationship or predictive relationship between variables as specified in the study (Meyers et al., 2013, p. 420). The output of the structural model evaluation results is shown in the following figure:



Description: Reward (*Reward*), Punishment (*Punishment*), Job Satisfaction (*Kepuasan Kerja*), Work Ethic (*Etos kerja*), Organizational Commitment (*Komitmen Organisasional*)

Figure 1. Initial Stage Structural Model Evaluation Output
 Source: SPSS Amos Data Processing, 2024

Figure 1. shows the initial structural model display where each construct forms the hypothesized relationship paths in this study. This structural model must first be tested for model feasibility.

Table. 6 Initial Stage Structural Model Feasibility Test Results

Indekx	Cut-off Value	Test Result	Description
<i>Chi-Square</i>	Expectedly Small	2702,888	<i>Poor fit</i>
<i>p-value</i>	≥ 0,05	0,000	
GFI	≥ 0,90	0,432	<i>Poor fit</i>
AGFI	≥ 0,90	0,326	<i>Poor fit</i>
NFI	≥ 0,90	0,560	<i>Poor fit</i>
TLI	≥ 0,95	0,547	<i>Poor fit</i>
CFI	≥ 0,95	0,590	<i>Poor fit</i>
RMSEA	≤ 0,08	0,217	<i>Poor fit</i>

Source: SPSS Amos Data Processing

Table. 6 displays a summary of the output of the results of testing the feasibility of the structural mode using the Goodness-of-Fit method. The analysis results show that of the five criteria, the model is poor fit. Therefore, the model is declared infeasible. Next, the model was examined to identify insignificant relationship paths.

b. Results of Interovariable Relationship Testing

The results of hypothesis testing include testing direct effects and indirect effects. Direct effect testing is conducted to test the hypothesis that there is a direct influence between variables. The basis for decision making for direct effect hypothesis testing is the condition that the significance value obtained is less than 5% ($p < 0.05$). Meanwhile, indirect effect testing is carried out to test the hypothesis stating that there is an indirect influence between variables. The basis for decision making for indirect effect hypothesis testing

refers to the four stages proposed by Baron and Kenny (1986). The results of the inter-variable relationship test are summarized in the following table:

Table. 7 Test Results of Intervariable Relationships in the Structural Model

Relationship between variables		Direct Influence				Indirect Effect	Total Influence
Independent Variable	Dependent Variable	β	B	SE	P		
X1	Y1	0,882	0,953	0,073	0,000	-	-
X1	Y2	1,012	0,859	0,091	0,000	-	-
X1	Z	0,227	0,188	0,188	0,318	0,823	1,050
X2	Y1	-0,091	-0,120	0,089	0,177	-	-
X2	Y2	0,004	0,005	0,037	0,899	-	-
X2	Z	-0,027	-0,030	0,023	0,185	-0,009	-0,036
Y1	Z	0,132	0,112	0,041	0,006	-	-
Y2	Z	0,699	0,615	0,209	0,003	-	-

Description:

X1 = Reward, X2 = Punishment, Y1 = Job Satisfaction, Y2 = Work Ethic,

Z = Organizational Commitment, β = Standardized coefficient,

B = Unstandardized coefficient, SE = Standard Error, p = Significance value

Source: SPSS Amos Data Processing, 2024

Results of Mediation Effect Testing

Testing the mediation effect is carried out to determine the role of mediation and the level of significance of the mediation effect test results. Testing is done through four criteria (Baron & Kenny, 1986), namely: (1) the direct effect of the independent variable on the mediator variable is significant; (2) the direct effect of the independent variable on the dependent variable (without mediator) is significant; (3) the direct effect of the mediator variable on the dependent variable is significant; (4) after adding the mediator variable, the effect of the independent variable on the dependent variable is reduced.

Based on the results of the inter-variable relationship test in table 7, only one path meets the criteria for testing the mediation effect, while the other paths do not meet the criteria.

Table 8. Test Results of Direct and Indirect Intervariable Relationships

Independent Variable	Dependent Variable	Regression Test Results			
		B	B	SE	P
Without	Y1	0,793	0,646	0,041	0,000
	Y2	0,944	0,742	0,022	0,000

Regression coefficient X1	mediator	Z	0,974	0,845	0,016	0,000
	Mediator Y1	Z	0,837	0,727	0,024	0,000
	Mediator Y2	Z	0,595	0,517	0,040	0,000
Regression coefficient X2	Without mediator	Y1	-	-0,130	0,084	0,126
		Y2	-	-0,099	0,082	0,229
		Z	-	-0,142	0,090	0,117
	Mediator Y1	Z	-	-0,026	0,050	0,600
	Mediator Y2	Z	-	-0,037	0,025	0,133
Regression coefficient Y1		Z	0,836	0,892	0,049	0,000
Regression coefficient Y2		Z	0,963	1,062	0,025	0,000

Description:

X1 = Reward, X2 = Punishment, Y1 = Job Satisfaction, Y2 = Work Ethic, Z = Organizational Commitment, β = Standardized coefficient, B = Non-standardized coefficient, SE = Standard Error, p = Significance value

Final Stage Structural Model Evaluation Results

a. Structural Model Revision Results

The final step in SEM analysis is to revise the model. Revision of the structural model is carried out to see any possible unexpected and unexpected relationships in the model.

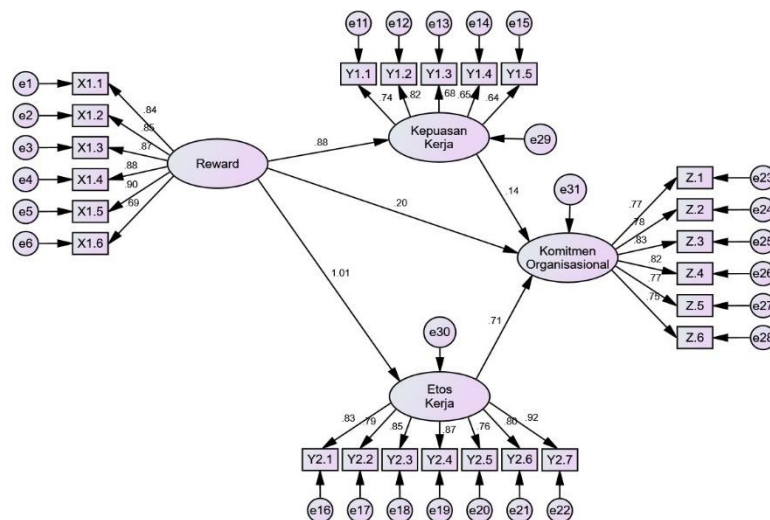
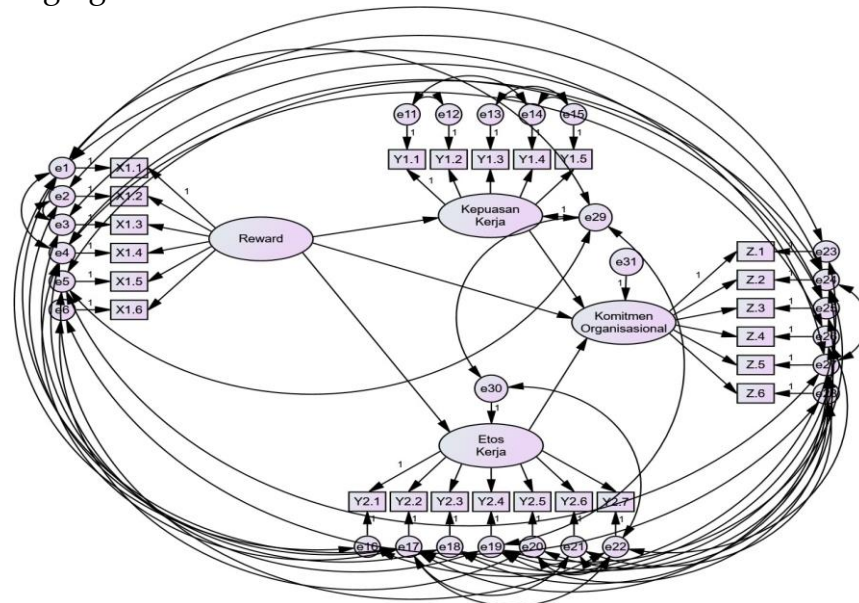


Figure. 2 Final Stage Structural Model Evaluation Output

Source: SPSS Amos Data Processing, 2024

b. Structural Model Modification Results

In an effort to improve the feasibility of the model, namely by modifying the model by observing modification indices (Hair et al., 2019, p. 678). The output of the structural model evaluation results after being modified is shown in the following figure:



Description: Reward (*Reward*), Punishment (*Punishment*), Job Satisfaction (*Kepuasan Kerja*), Work Ethic (*Etos kerja*), Organizational Commitment (*Komitmen Organisasional*)

Figure. 3 Structural Model Evaluation Output After Modification

Source: SPSS Amos Data Processing, 2024

Figure.3 shows the error values that are correlated because they have modification indices greater than the specified threshold. (Hair et al., 2019, p. 678) emphasizes modification only to assess the level of model specification error without considering the existence of a new model.

Table 9. Results of Structural Model Feasibility Test After Modification

Index	Cut-off Value	Testing Results	Description
Chi-Square	Diharapkan kecil	359,329	<i>Quite fit</i>
p-value	≥ 0,05	0,000	
GFI	≥ 0,90	0,841	<i>Quite fit</i>
AGFI	≥ 0,90	0,763	<i>Quite fit</i>
NFI	≥ 0,90	0,939	<i>Good fit</i>
TLI	≥ 0,95	0,962	<i>Good fit</i>
CFI	≥ 0,95	0,972	<i>Good fit</i>
RMSEA	≤ 0,08	0,073	<i>Good fit</i>

Source: SPSS Amos Data Processing

Table. 9 displays a summary of the output of the structural model feasibility test results after being modified. The analysis results show that from the five criteria, the model is better (good fit).

Hypothesis Testing Results

Based on the results of testing direct and indirect effects in the previous section, the results of hypothesis testing are summarized in the following table:

Table. 10 Hypothesis Testing Results

	Research Hypothesis	Analysis Result	Conclusion
H1	The effect of reward on job satisfaction.	$\beta = 0,882$ (***)	Accepted
H2	The effect of reward on work ethic.	$\beta = 1,012$ (***)	Accepted
H3	The effect of reward on organizational commitment.	$\beta = 0,227$ (ts)	Rejected
H4	The effect of punishment on job satisfaction.	$\beta = -0,091$ (ts)	Rejected
H5	The effect of punishment on work ethic.	$\beta = 0,004$ (ts)	Rejected
H6	The effect of punishment on organizational commitment.	$\beta = -0,027$ (ts)	Rejected
H7	The effect of job satisfaction on organizational commitment.	$\beta = 0,132$ (***)	Accepted
H8	The influence of work ethic on organizational commitment.	$\beta = 0,699$ (***)	Accepted
H9	The effect of reward on organizational commitment through job satisfaction.	$\beta' = 0,837$ (***)	Accepted
H10	The effect of reward on organizational commitment through work ethic.	$\beta' = 0,595$ (***)	Accepted
H11	The effect of punishment on organizational commitment through job satisfaction.	$\beta' = -0,024$ (ts)	Rejected
H12	The effect of punishment on organizational commitment through work ethic.	$\beta' = -0,034$ (ts)	Rejected

Description:

β = Standardized direct effect coefficient value. β' = Indirect effect coefficient value.

Significance level (*) = $p < 0.05$; (**) = $p < 0.01$; (***) = $p < 0.001$; ts = not significant.

Source: Data Processing Results, 2024

DISCUSSION

Effect of Reward on Job Satisfaction

The direct effect of reward on job satisfaction is indicated by a positive and significant coefficient value ($\beta = 0.882$; $p = 0.000$). This means that the provision of rewards has a significant positive effect on employee job satisfaction at the Ministry of Religion of the South Papua Province. These results accept the first hypothesis (H1). The results of the structural model evaluation show the effect of reward on job satisfaction with a very high positive coefficient value ($\beta = 0.882$) which is categorized as very strong. This indicates that the higher the perceived reward, the higher the job satisfaction of

employees at the Ministry of Religious Affairs of South Papua Province. Vice versa, the lower the perceived reward, the lower the employee job satisfaction at the Ministry of Religious Affairs of South Papua Province.

Effect of Reward on Work Ethic

The direct effect of reward on work ethic is indicated by a positive and significant coefficient value ($\beta = 1.012$; $B = 0.859$; $p = 0.000$). This means that reward has a significant positive effect on the work ethic of employees at the Ministry of Religious Affairs of South Papua Province. These results accept the second hypothesis (H2). The results of the structural model evaluation show the effect of reward on work ethic with a high positive coefficient value ($B = 0.859$) which is categorized as very strong. This indicates that the higher the perceived reward, the higher the work ethic of employees at the Ministry of Religious Affairs of South Papua Province. Vice versa, the lower the perceived reward will be followed by the lower the work ethic of employees at the Ministry of Religious Affairs of South Papua Province.

Effect of Reward on Organizational Commitment

The direct effect of reward on organizational commitment is indicated by a positive but insignificant coefficient value ($\beta = 0.227$; $B = 0.188$; $p = 0.318$). This means that reward does not significantly affect the organizational commitment of employees at the Ministry of Religious Affairs of South Papua Province. This result rejects the third hypothesis (H3). The results of the structural model evaluation show the effect of reward on organizational commitment with a low positive coefficient value ($B = 0.188$) which is categorized as very weak.

The results of this study are supported by the findings of Afolashade (2024) which showed a significant effect of the reward system on employee job commitment in Ogun State, Nigeria. Pranata et al (2022) which shows the positive effect of reward on the organizational commitment of the State Civil Apparatus (ASN) in Indonesia.

Effect of Punishment on Job Satisfaction

The direct effect of punishment on job satisfaction is indicated by a negative but insignificant coefficient value ($\beta = -0.091$; $B = -0.120$; $p = 0.318$). This means that punishment has no significant effect on employee job satisfaction at the Ministry of Religious Affairs of South Papua Province. This result accepts the fourth hypothesis (H4). The results of the structural model evaluation show the effect of punishment on job satisfaction with a low coefficient value ($B = -0.188$) which is categorized as very weak. The results of this study are not supported by the findings of Pranata et al. (2022) which showed a positive effect of punishment on the organizational commitment of the State Civil Apparatus (ASN) in Indonesia.

Effect of Punishment on Work Ethic

The direct effect of punishment on job satisfaction is indicated by a positive and significant coefficient value ($\beta = 0.004$; $B = 0.005$; $p = 0.899$). This means that punishment has no significant effect on the work ethic of employees

at the Ministry of Religious Affairs of South Papua Province. This result rejects the fifth hypothesis (H5). The results of the structural model evaluation show the effect of punishment on work ethic with a low coefficient value ($B = 0.004$) which is categorized as very weak. The results of this study are supported by the findings of Pranata et al. (2022) which showed a positive effect of reward on the organizational commitment of the State Civil Apparatus (ASN) in Indonesia.

Effect of Punishment on Organizational Commitment

The direct effect of punishment on organizational commitment is indicated by a negative and insignificant coefficient value ($\beta = -0.027$; $B = -0.030$; $p = 0.185$). This means that punishment does not significantly affect the organizational commitment of employees at the Ministry of Religious Affairs of South Papua Province. This result rejects the sixth hypothesis (H6). The results of the structural model evaluation show the effect of punishment on organizational commitment with a low coefficient value ($B = -0.030$) which is categorized as very weak. The results of this study are not supported by the findings of Pranata et al. (2022) which showed a positive effect of punishment on the organizational commitment of the State Civil Apparatus (ASN) in Indonesia.

Effect of Job Satisfaction on Organizational Commitment

The direct effect of job satisfaction on organizational commitment is indicated by a positive and significant coefficient value ($\beta = 0.132$; $B = 0.112$ $p = 0.006$). This means that job satisfaction has a significant positive effect on organizational commitment of employees at the Ministry of Religion of the South Papua Province. These results accept the seventh hypothesis (H7). This indicates that the higher the perceived job satisfaction, the higher the organizational commitment of employees at the Ministry of Religious Affairs of South Papua Province. Vice versa, the lower the perceived job satisfaction, the lower the organizational commitment of employees at the Ministry of Religious Affairs of South Papua Province. The results of the structural model evaluation show the effect of job satisfaction on organizational commitment with a low coefficient value ($B = 0.112$) which is categorized as very weak.

Effect of Work Ethic on Organizational Commitment

The direct effect of work ethic on organizational commitment is indicated by a positive and significant coefficient value ($\beta = 0.699$; $B = 0.615$; $p = 0.003$). This means that work ethic has a significant positive effect on organizational commitment of employees at the Ministry of Religious Affairs of South Papua Province. This result accepts the eighth hypothesis (H8). This indicates that the higher the work ethic of employees, the higher the organizational commitment of employees at the Ministry of Religious Affairs of South Papua Province. Vice versa, the lower the work ethic of employees, the lower the organizational commitment of employees at the Ministry of Religious Affairs of South Papua Province. The influence of work ethic on organizational

commitment is indicated by a high coefficient value ($B = 0.615$) which is categorized as very strong.

The results of this study are supported by the findings of Intan et al., (2024) who found the effect of work ethic on organizational commitment of Singosari Health Center employees. Nawangwulan (2022) who found the effect of work ethic on organizational commitment in employees at the Regional Office 3 of Bank Tabungan Negara (BTN) Indonesia. Yuliani (2021) who found the influence of work ethic on organizational commitment in employees at PT Akindo Karya Gemilang Jakarta. Prasada et al., (2020) who found the influence of work ethic on the organizational commitment of DHL Logistic employees in Jakarta.

The Effect of Reward on Organizational Commitment Through Job Satisfaction

The results of the structural model evaluation show the indirect effect coefficient value of 0.823 and the total effect of 1.050. This indicates that the effect of reward on organizational commitment not only occurs directly, but also indirectly. Furthermore, from the mediation test results, it is found that job satisfaction has a partial and significant mediating effect. The partial effect means that job satisfaction only partially mediates the relationship between reward and organizational commitment, while there are still other factors that also mediate this relationship both tested and untested in the model. This result proves the ninth hypothesis (H9).

The Effect of Reward on Organizational Commitment Through Work Ethic

The results of the structural model evaluation show the indirect effect coefficient value of 0.823 and the total effect of 1.050. This indicates that the effect of reward on organizational commitment not only occurs directly, but also indirectly. Furthermore, from the mediation test results, it was found that work ethic has a partial and significant mediating effect. Partial effect means that work ethic only partially mediates the relationship between reward and organizational commitment, while there are still other factors that also mediate this relationship both tested and untested in the model. This result proves the tenth hypothesis (H10).

The Effect of Punishment on Organizational Commitment Through Job Satisfaction

The results of the structural model evaluation show the indirect effect coefficient value of -0.009 and the total effect of - 0.036. This indicates that the effect of punishment on organizational commitment does not only occur directly, but also indirectly. This result rejects the eleventh hypothesis (H11).

The Effect of Punishment on Organizational Commitment Through Work Ethic

The results of the structural model evaluation show the coefficient value of the indirect effect of -0.009 and the total effect of - 0.036. This indicates that the effect of punishment on organizational commitment does not only occur directly, but also indirectly. This result rejects the twelfth hypothesis (H12).

CONCLUSIONS AND RECOMMENDATIONS

Reward has a significant positive effect on job satisfaction. This finding explains that the better the reward system is implemented, the higher the job satisfaction of employees of the Office of the Ministry of Religious Affairs in the South Papua Province Region. Reward has a significant positive effect on work ethic. This finding explains that the better the reward system is implemented, the higher the work ethic of employees of the Office of the Ministry of Religious Affairs in the South Papua Province Region. Reward has no significant effect on organizational commitment. This finding explains that the reward system implemented does not have a significant effect on the organizational commitment of employees of the Office of the Ministry of Religious Affairs in the South Papua Province Region.

Punishment has no significant effect on job satisfaction. This finding explains that the punishment system implemented does not have a significant effect on the job satisfaction of employees of the Office of the Ministry of Religion of the South Papua Province. Punishment has no significant effect on work ethic. This finding explains that the punishment system implemented does not have a significant effect on the work ethic of employees of the Office of the Ministry of Religious Affairs of South Papua Province. Punishment has no significant effect on organizational commitment. This finding explains that the punishment system implemented does not have a significant effect on the organizational commitment of employees of the Office of the Ministry of Religious Affairs of South Papua Province.

Job satisfaction has a significant positive effect on organizational commitment. This finding explains that the higher the job satisfaction, the higher the organizational commitment of employees of the Office of the Ministry of Religion in the South Papua Province Region. Work ethic has a significant positive effect on organizational commitment. This finding explains that the higher the work ethic, the higher the organizational commitment of employees of the Office of the Ministry of Religious Affairs in the South Papua Province Region. Job satisfaction mediates the effect of reward on organizational commitment. This finding explains that the better the reward system is implemented, the higher the job satisfaction, which in turn has an impact on increasing the organizational commitment of employees of the Office of the Ministry of Religious Affairs in the South Papua Province Region.

Work ethic mediates the effect of reward on organizational commitment. This finding explains that the better the reward system is implemented, the higher the work ethic, which in turn has an impact on increasing the organizational commitment of employees of the Office of the Ministry of Religious Affairs in the South Papua Province Region. Job satisfaction does not mediate the effect of punishment on organizational commitment. This finding explains that the punishment system does not have a significant effect on job satisfaction and organizational commitment of employees of the Office of the Ministry of Religious Affairs in the South Papua Province Region. Work ethic does not mediate the effect of punishment on organizational commitment. This finding explains that the punishment system does not have a significant effect on

the work ethic and organizational commitment of employees of the Office of the Ministry of Religious Affairs in the South Papua Province Region.

Recommendations, public sector organizations need to emphasize the importance of an effective reward system, because rewards are proven to have a significant influence on job satisfaction and work ethic, which ultimately have an impact on organizational commitment. It is also recommended that management focus on developing and implementing a reward system that is fair, transparent, and in line with individual contributions. Rewards can include financial incentives, recognition, and career development opportunities. In addition, it is important for organizations to develop programs that can increase job satisfaction and work ethic, such as training and skills development, and creating a conducive and supportive work environment.

FURTHER STUDY

In the future, theories that emphasize punishment as a motivational tool may need to be further revised or adapted considering the results of the study show punishment has no significant effect.

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