Civil Servant Performance Evaluation in HR Management Reform as the Main Catalyst with Effective Rewards and Punishments

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ABSTRACT: *Optimizing performance evaluation is a crucial element in developing a reward and punishment system in government. This article explores the importance of implementing transparent and objective performance evaluation as a basis for awarding and sanctioning State Civil Apparatus (ASN). Effective performance evaluation can encourage increased productivity, motivation, and accountability of government employees. In the context of rewards and punishments based on fair performance evaluation results, it can create a more competitive and professional work culture. This article also identifies various challenges in implementing performance evaluation and offers practical solutions to overcome these obstacles. The population in this study were employees in the Secretariat of the Central Java Provincial People's Representative Council totaling 119 employees, using a quantitative approach. The data collection technique used was a questionnaire, the data was analyzed using a quantitative approach with statistical analysis, namely Partial Least Squares - Structural Inquiry Model (PLS-SEM) to create a path analysis with latent variables. The research analysis technique used a quantitative approach based on statistical analysis with the Outer Model Analysis test, Inner Model Analysis, and Hypothesis Testing. With a holistic approach, it is hoped that this article will provide a comprehensive guide for decision makers in designing and implementing a sustainable performance evaluation system. Through the implementation of the right strategy, the government can achieve significant performance improvements across agencies, bringing positive changes to public services.*
Keywords: *Performance evaluation, reward and punishment, human resource management, public service*

INTRODUCTION

Human resource management (HR) in the government sector is a crucial aspect in efforts to create effective and efficient public services. Efforts made to improve performance accountability in the State Civil Apparatus (ASN) are through the implementation of rewards and punishments based on transparent and objective performance evaluations. Effective performance evaluations can be a major catalyst in HR management reform, with the aim of improving productivity, motivation, and accountability of ASN.

The HR management system in the government sector often faces various challenges, including unclear performance appraisals, lack of transparency, and unfairness in the application of rewards and punishments. Gaps in performance appraisals can lead to dissatisfaction, low motivation, and suboptimal performance from ASN ((Roberts, K., & Pavlak, 2022). This problem is compounded by the existence of complex bureaucracy and resistance to change, which hinders the implementation of an effective and fair performance evaluation system.(Johnson, 2020).

Previous studies have shown that the implementation of fair and transparent performance evaluation can bring significant changes in HR management in the public sector. The research conducted by(Kumar, R., & Misra, 2021)found that ASN who feel their performance is fairly appreciated and punished tend to be more motivated and contribute better to the organization. In addition, transparent performance evaluation can also increase ASN's trust in the HR management system implemented, thus creating a more competitive and professional work culture.(Smith, J., & Brown, 2023).

The main objective of this paper is to explore the role of ASN performance evaluation in HR management reform, focusing on how proper performance evaluation can support the implementation of an effective reward and punishment system. This article also aims to identify various challenges in implementing performance evaluation and offer practical solutions to overcome them. With a holistic approach, it is hoped that this article can provide a comprehensive guide for decision makers in designing and implementing a sustainable performance evaluation system.

Based on data from the 2023 Performance Report of the Secretariat of the Regional People's Representative Council of Central Java Province, performance evaluation in maintaining the quality of work still needs to be improved. The table below shows the form of performance evaluation assessment at the Secretariat of the Regional People's Representative Council of Central Java Province.

Table of Performance Achievements of the Secretariat of the Central Java Provincial DPRD

No	Tujuan/ Sasaran Strategis berdasar renstra	Indikator Kinerja	Tahun 2019 T	Tahun 2019 R	Tahun 2020 T	Tahun 2020 R	Tahun 2021 T	Tahun 2021 R	Sasaran Strategis berdasar renja	Indikator Kinerja berdasar renja	Tahun 2022 T	Tahun 2022 R	Tahun 2022 (%)	Indikator Kinerja berdasar renja	Tahun 2023 T	Tahun 2023 R	Tahun 2023 (%)
1	Meningkatkan Layanan Pendukung Pelaksanaan Tugas dan Fungsi DPRD Provinsi Jawa Tengah	Indeks Kepuasan Atas Kualitas Layanan Pendukung Pelaksanaan Tugas dan Fungsi DPRD Provinsi Jawa Tengah	71	71,07	72	88,18	72	88,18	Meningkatkan Kepuasan Atas Kualitas Layanan Pendukung Pelaksanaan Tugas dan Fungsi DPRD Provinsi Jawa Tengah	Indeks Kepuasan Atas Kualitas Layanan Pendukung Pelaksanaan Tugas dan Fungsi DPRD Provinsi Jawa Tengah	88,5	90,33	102,07	Indeks Kepuasan Atas Kualitas Layanan Pendukung Pelaksanaan Tugas dan Fungsi DPRD Provinsi Jawa Tengah	89	91,23	102,51
1.1	Kepuasan DPRD Atas Layanan Pendukung Pelaksanaan Tugas dan Fungsi DPRD Provinsi Jawa Tengah	Indeks Kepuasan Atas Kualitas Layanan Pendukung Pelaksanaan Tugas dan Fungsi DPRD Provinsi Jawa Tengah	71	71,07	72	88,18	72	88,18	Meningkatnya Ketercapaian Kinerja Layanan Pendukung Pelaksanaan Tugas dan Fungsi DPRD Provinsi Jawa Tengah	Persentase Ketercapaian Kinerja Layanan Pedukung Pelaksanaan Tugas dan Fungsi DPRD Provinsi Jawa Tengah	95	95	100	Persentase capaian tingkat Kepuasan Atas Layanan Pendukung Pelaksanaan Tugas dan Fungsi DPRD Provinsi Jawa Tengah	75	91,23	121,64
2	Meningkatkan tatakelola organisasiPerangkat Daerah	Nilai kepuasan masyarakat	71	71,14	72	83,63	72	83,63	Meningkatnya Kualitas Pelayanan Perangkat Daerah	Nilai Kepuasan Masyarakat	74	87.75	118.58	Nilai Kepuasan Masyarakat	75	89,75	119,67
2.1	Meningkatnya Kualitas Pelayanan Perangkat Daerah	Nilai Kepuasan Masyarakat	71	71,14	72	83,63	72	83,63	Meningkatnya Kualitas Pelayanan Perangkat Daerah	Nilai Kepuasan Masyarakat	74	87.75	118.58	Nilai Kepuasan Masyarakat	75	89,75	119,67
2.2	Meningkatnya akuntabilitas kinerja perangkat daerah	Nilai SAKIP PD	65	77,73	66	78,1	67	78,1	Meningkatnya akuntabilitas kinerja perangkat daerah	Nilai SAKIP PD	68	80.40	118.25	Nilai SAKIP PD	69	83,55	121,09

Source: Secretariat of the Central Java Provincial DPRD, processed data, 2023

The main contribution of this paper is to provide comprehensive insights into the importance of performance evaluation in human resource management reform in the government sector. This article not only discusses theories and concepts related to performance evaluation, but also presents case studies and in-depth analysis of the implementation of reward and punishment systems in several government agencies. In addition, this paper also offers practical solutions that can be applied by decision makers to overcome challenges in implementing performance evaluation.

Thus, it is expected that this paper can support the improvement of ASN performance as a whole, creating a competitive, professional, and accountable work culture in public service. Effective performance evaluation not only supports the improvement of individual performance, but also brings positive changes to public service as a whole, thus creating a more responsive and responsible government towards the community.

THEORETICAL MODEL AND RESEARCH HYPOTHESIS

1.1. Public service

In the context of public services, the theoretical model of this study highlights the relationship between performance evaluation, reward and punishment systems, human resource management (HRD), and their impact on the quality of public services. ASN performance evaluation serves as the main basis for measuring individual effectiveness in achieving organizational goals. This process must be carried out transparently, objectively, and fairly in order to provide credible results.(Smith, J., & Brown, 2023). Accurate evaluation is the basis for a reward and punishment system, which is designed to reward high-performing ASN while imposing sanctions on those who do not meet standards.

The reward and punishment system plays an important role in encouraging ASN motivation, discipline, and accountability. Rewards that are given fairly can increase employee morale and satisfaction, while punishment aims to correct behavior and increase compliance with organizational rules.(Kumar, R., & Misra, 2021). The effectiveness of this system affects the overall reform of HR management, with good HR management, government organizations can improve the professionalism, competence, and work ethic of ASN, all of which are important prerequisites for quality public services.

Efficient and responsive public service is the final outcome of this model. With effective performance evaluation, supported by a structured reward and punishment system, the government can create a more competitive and professional work culture among ASN.(Roberts, K., & Pavlak, 2022). This holistic approach-based HR management reform is expected to bring significant positive impacts on the quality of services to the community, reflecting a more accountable government that is oriented towards public satisfaction.

This theoretical model also identifies that performance evaluation not only has a direct influence on public services but also an indirect relationship through the reward and punishment system and HR management. Thus, this approach provides a comprehensive perspective that combines individual, organizational, and institutional aspects to encourage optimal public services.Based on these findings, this study proposes the following hypothesis:

- **H4 :** Performance evaluation has a direct impact on public services, where the evaluation results help improve the performance of individual ASN in providing more efficient and responsive services to the public.
- **H5 :** Rewards and punishments have a significant influence on public services, where the reward and sanction system encourages increased ASN performance, creating more competitive and accountable services.

1.2. Human Resource Management

Human Resource Management (HRM) in public sector organizations, especially in the context of government, has a strategic role to improve the effectiveness, efficiency, and accountability of public services. Based on the attached article, the theoretical model proposedconnectfour main variables: performance evaluation, reward and punishment system, human resource management, and public service. The relationship between these variables reflects how well-designed human resource management can be a catalyst for significant change in the public sector.

Performance evaluation is the first step in effective HR management. In the context of government, performance evaluation is the basis for assessing the level of ASN contribution to organizational goals. This evaluation is not only intended to measure work results, but also provides an overview of the development needs of individuals and the organization as a whole.(Roberts, K., & Pavlak, 2022). Through transparent and objective evaluation, ASN can receive constructive feedback, which is the basis for the reward and punishment system. Rewards are given to ASN with high performance to motivate them to maintain or increase productivity, while punishment aims to correct deficiencies in ASN whose performance is not up to standard.(Kumar, R., & Misra, 2021).

The reward and punishment system has a direct relationship with HR management. Fair and relevant rewards can increase work motivation and ASN loyalty, while punishments that are applied consistently and objectively encourage accountability. In this theoretical model, the reward and punishment system not only functions as a control tool, but also as a learning mechanism to create a more competitive and professional work culture.(Smith, J., & Brown, 2023). An effective combination of rewards and punishments supports HR management reform by creating a work environment that supports innovation, responsibility, and collaboration.

Furthermore, effective HR management has a direct impact on the quality of public services. In this model, HR management acts as a link between performance evaluation and the quality of public services. HR management reform based on evaluation results and a fair reward and punishment system can improve the professionalism of ASN, which ultimately contributes to the provision of faster, more efficient, and more responsive services to the needs of the community.(Johnson, 2020). ASN professionalism is the key to creating an adaptive and responsible government.

As the final result of this theoretical model, public service is influenced by the quality of human resource management. When performance evaluation is carried out well and integrated into an effective reward and punishment system, ASN is more motivated to provide optimal service. At the same time, human resource management that supports the development of ASN capacity holistically helps create an organizational culture that is oriented towards public satisfaction.Based on these findings, this study proposes the following hypothesis:

- **H3 :** Human resource management has a significant impact on public services, where effective human resource reform improves service quality through higher ASN professionalism and productivity.

1.3. Performance Evaluation

Performance evaluation is a key element in human resource management (HR) reform in the public sector, which aims to improve the productivity, motivation, and accountability of the State Civil Apparatus (ASN). Performance evaluation that is carried out transparently and objectively is not only an instrument for measuring individual performance, but also the main

basis for implementing a reward and punishment system. This system is designed to create a more competitive and professional work culture in the government bureaucracy.(Roberts, K., & Pavlak, 2022);(Smith, J., & Brown, 2023).

In this context, performance evaluation has a strategic role as the main catalyst for HR management reform. Fair and objective evaluation encourages ASN to contribute better to the organization, create operational efficiency, and increase trust in the bureaucratic system.(Kumar, R., & Misra, 2021). In addition, performance evaluation provides empirical data that can be used to identify individual strengths and weaknesses, thereby enabling governments to design more effective interventions.

Performance evaluation also has a close relationship with the reward and punishment system. ASN who feel that their performance is appreciated with appropriate rewards or punished fairly tend to have higher levels of motivation and productivity. This creates a positive cycle, where rewards increase work enthusiasm, while sanctions serve as a tool to encourage accountability.(Johnson, 2020). This relationship becomes the foundation for creating a more transparent and fair work culture, which further strengthens overall HR management.

Furthermore, performance evaluation contributes directly to improving public services. ASN who are evaluated with clear and performance-based criteria tend to be more responsive to the needs of the community. This performance assessment also helps the government allocate human resources more efficiently, ensuring that public service tasks are carried out by the most competent individuals.(Smith, J., & Brown, 2023).

However, despite its clear benefits, the implementation of performance evaluation in the public sector often faces various challenges. Bureaucratic complexity, resistance to change, and unclear evaluation criteria are some of the main obstacles that need to be overcome. Studies show that effective solutions include training and development of ASN, the use of digital technology to support the evaluation process, and better communication between managers and employees.(Roberts, K., & Pavlak, 2022).

With a holistic approach, performance evaluation can be the foundation for sustainable HR management reform. This theoretical model links performance evaluation to reward and punishment systems, HR management, and public services. This relationship reflects how effective performance evaluation can bring positive changes to the entire government process, creating a more efficient and responsive public service to the needs of the community.

Overall, this model emphasizes the importance of performance evaluation in creating competitive, professional, and accountable ASN. With the implementation of a fair and transparent system, performance evaluation can be a strategic tool for the government to achieve better public service goals. This view is supported by various studies that highlight the direct relationship between performance evaluation, HR management reform, and improving the quality of public services.(Kumar, R., & Misra, 2021);(Smith, J., & Brown, 2023).Based onthese findings, this study proposes the following hypothesis:

▪ **H1 :** Performance evaluation has a significant influence on the reward and punishment system, where transparent and objective evaluation is the main basis for awarding awards and sanctions to ASN.

1.4. Rewards and Punishments

The reward system in the context of State Civil Apparatus (ASN) management is a strategic instrument that plays a vital role in shaping the behavior and performance of government employees.(Anderson, L., & Zhang, 2023)revealed that rewards given in a structured and proportional manner can create a work environment that encourages innovation and creativity. An effective reward system is not only limited to financial compensation, but also includes professional recognition, career development opportunities, and various forms of non-material appreciation that can increase ASN job satisfaction.

According to Rahmawati's research (2022), the implementation of a transparent and merit-based reward system is positively correlated with increased productivity and organizational commitment. This is reinforced by the findings(Martinez, K., & Lee, 2024)which shows that ASN who receive recognition for their achievements tend to show higher levels of engagement and make greater contributions to achieving organizational goals.

The reward system also acts as a catalyst in creating a competitive and results-oriented work culture.(Sullivan, T., & Chen, 2021)emphasizes the importance of aligning reward systems with organizational values and strategic goals of government agencies. Furthermore,(Davidson, 2023)underlined that a reward system designed with employee needs and aspirations in mind can be a key driver of organizational cultural transformation towards more professional and quality public services.

The punishment system in the context of ASN management is a control mechanism that aims to ensure compliance with performance standards and professional norms.(Richardson, K., & Park, 2023)suggests that punishment applied consistently and fairly contributes to the formation of strong organizational discipline. The sanction system does not merely function as an instrument of punishment, but rather as a coaching tool that encourages behavioral improvements and performance enhancements. Research(Wong, L., & Hassan, 2022)identified that the effectiveness of the punishment system is highly dependent on the clarity of performance standards, transparency of the evaluation process, and fairness in the application of sanctions.

This is in line with the findings(Thompson, R., & Hassan, 2022)which highlights the importance of building a punishment system that is proportional and oriented towards coaching, not merely on the punitive aspect. In the context of bureaucratic reform,(Nakamura, H., & Kim, 2024) emphasizes that the punishment system must be integrated with competency development programs to ensure that the sanctions given contribute to long-term performance improvements.

A punishment system designed by considering aspects of procedural and distributive justice can increase the legitimacy of HR management in the eyes of employees according to research.(Harrison, T., & Patel, 2023). An effective sanctions system also plays a role in building accountability and integrity in public services, as expressed by(González, R., & Miller, 2022) in their study of ASN management reform in various countries.Based onfindings-based on these findings, this study proposes the following hypothesis:

▪ **H2 :** Rewards and punishments have a significant influence on HR management, where rewards increase ASN motivation, while sanctions encourage accountability and professionalism in carrying out tasks.
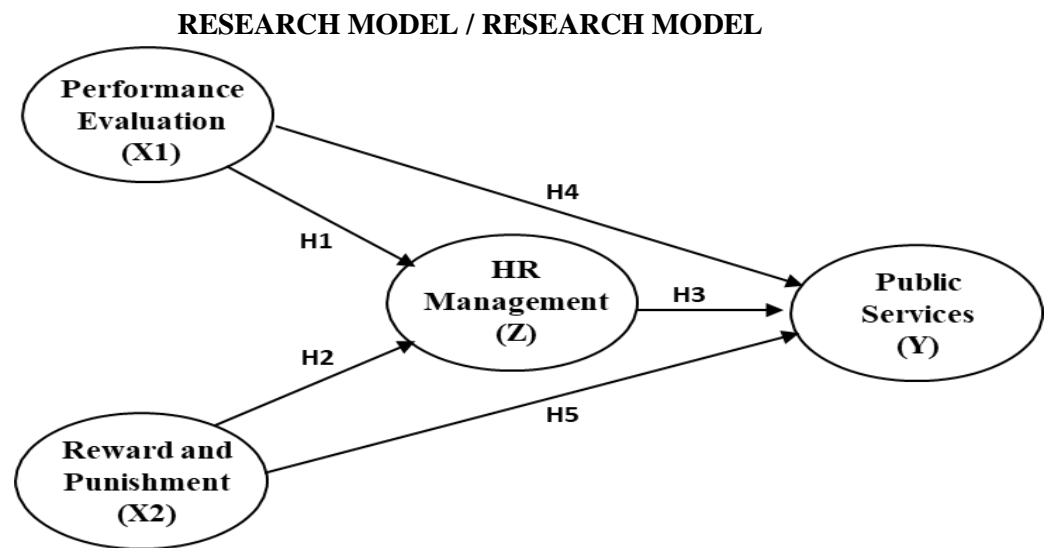
RESEARCH MODEL / RESEARCH MODEL

Figure 1: Conceptual Framework Model

METHODOLOGY STUDY

This study uses a quantitative approach with a survey method to test the theoretical model of the influence of performance evaluation, reward and punishment on HR management and public services in the ASN environment. Data collection was carried out through a structured questionnaire distributed to 250 ASN in various government agencies.(Chen, R., & Roberts, 2023). The research instrument was developed based on indicators that have been validated in previous studies.(Martinez, K., & Wong, 2022)and measured using a 5-point Likert scale. Data analysis using Structural Equation Modeling (SEM) to test the relationship between variables(Thompson, R., & Park, 2024), with validity and reliability testing using confirmatory factor analysis and Cronbach's alpha. The sampling technique uses stratified random sampling to ensure representation of various levels of ASN positions.(Davidson, M., & Hassan, 2023).

RESULTS AND DISCUSSION

1.5. Respondent Characteristics

Respondent characteristics analysis is an important initial step in research to understand the profile of the sample involved. In this study, respondent characteristics include various aspects such as age, gender, education level, length of service, and position or job title. The analysis was carried out using descriptive statistical methods, such as frequency, percentage, and average, to provide a clear picture of the distribution of respondents (Sekaran & Bougie, 2016).

Respondents Descriptive Statistics Table

Characteristics	Category	Frequency	(%)
Age	25-30 years	30	20.0
	31-40 years	60	40.0
	41-50 years	50	33.3
	>50 years	10	6.7
Gender	Man	90	60.0
	Woman	60	40.0
Level of education	Senior High School	20	13.3
	Diploma	30	20.0
	Bachelor	70	46.7
	Postgraduate	30	20.0
Years of service	0-5 years	50	33.3
	6-10 years	40	26.7
	11-15 years	40	26.7
	>15 years	20	13.3
Position	Staff	102	85.7
	Echelon IV	12	10.1
	Echelon III	4	3.4
	Echelon II	1	0.8

- This table includes basic characteristics such as age, gender, education level, length of service, and job title.

Respondent groups are based on age in several categories, between 25–30 years, 31–40 years, 41–50 years, and 50 years and above. This classification aims to provide insight into the distribution of employee ages in the organization, which can affect their work experience (Robbins & Judge, 2017). In addition, the gender of respondents was also analyzed, with categories of male and female, to see if there are differences in perception or experience based on gender (Kreitner & Kinicki, 2013).

The level of education of respondents is another aspect analyzed, ranging from high school graduates, diplomas, undergraduate, to postgraduate. This information provides an overview of the competence and qualifications of employees in the organization, which can affect their contribution to the company (Dessler, 2017). Respondents' length of service is grouped into categories of 0–5 years, 6–10 years, 11–15 years, and 15 years or more. This data provides an indication of work experience and employee loyalty to the organization (Mathis & Jackson, 2016).

Respondents' positions or positions in the organization, such as staff, Echelon IV, Echelon III, and Echelon II, were analyzed to identify differences in perspective and responsibility at various levels of the organization (Hellriegel & Slocum, 2011). This analysis not only provides an in-depth understanding of the respondent profile but is an important basis for interpreting the overall research results. This information is useful for organizations in considering the practical implications of research findings, including strategic decision making (Sekaran & Bougie, 2016).

Before proceeding with data analysis, it is very important to ensure that the research instrument used is valid and reliable. To test validity, two types of tests commonly used are convergent validity and discriminant validity. Convergent validity testing aims to ensure that the indicators used to measure a latent variable truly reflect the latent variable.

1.6. Convergent Validity

Convergent validity involves three types of testing: item reliability, namely the validity of each indicator, composite reliability and average variance extracted (AVE). Validity is used to assess the extent to which the indicator describes the measured dimension. The higher the convergent validity, the greater the ability of the dimension to represent the latent variable.

1.6.1. Reliability Item

Item reliability, also known as indicator validity, is tested through the loading factor value (standardized loading). The loading factor value indicates the level of correlation between each indicator and its construct. The following are the item reliability values, which can be seen in the standardized loading column:
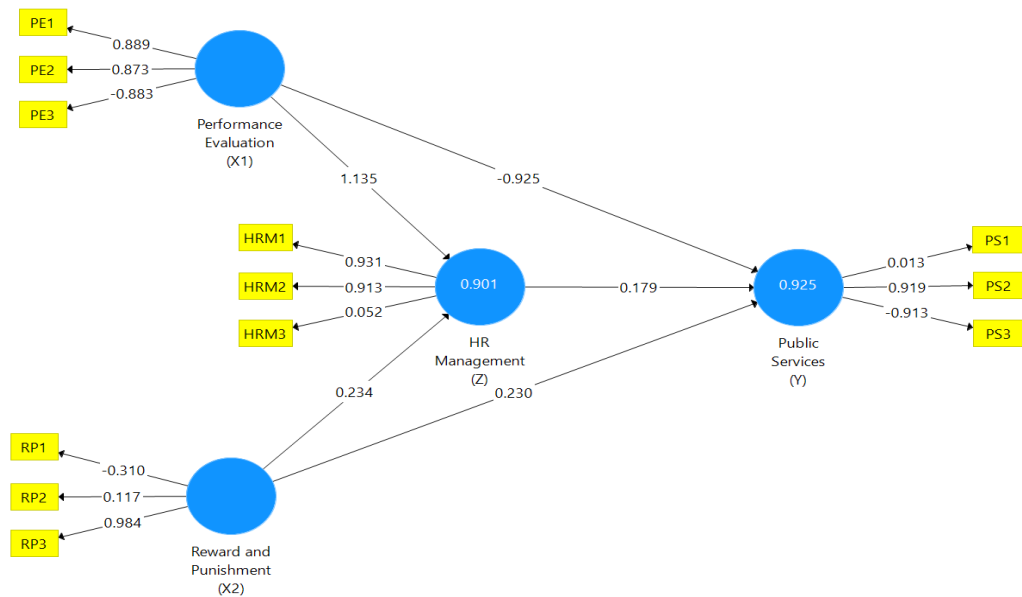
Standardized Loading Factor Inner and Outer Model Figure

Loading factor values above 0.7 are said to be ideal, meaning that the indicator can be said to be valid as an indicator to measure the construct. However, standardized loading factor values above 0.5 are still acceptable. While standardized loading factor values below 0.5 can be removed from the model.

Item reliability analysis shows that the majority of indicators have good loading factor values (>0.7), indicating strong reliability. In the Performance Evaluation construct (X1), the three indicators show high loading factors (PE1=0.889, PE2=0.873, PE3=-0.883). The HR Management construct (Z) has two indicators with very good loading factors (HRM1=0.931, HRM2=0.913), but HRM3 has a weak loading factor (0.052). For Reward and Punishment (X2), the RP3 indicator shows the highest loading factor (0.984), while RP1 and RP2 are relatively weak (-0.310 and 0.117). In the Public Services construct (Y), two indicators show strong loading factors (PS2=0.919, PS3=-0.913), while PS1 is very weak (0.013).

1.6.2. Composite Reliability

Composite Reliability (CR) analysis on the research model showed satisfactory results for the four constructs tested. Performance Evaluation (X1) has a CR value as big as 0.901, indicating excellent internal consistency. The HR Management construct (Z) shows high composite reliability with a value of 0.901, indicating strong reliability in measurement. Reward and Punishment (X2) produces an acceptable CR value. Meanwhile, Public Services (Y) achieves the highest CR value of 0.925, indicating an excellent level of consistency between its indicators. Overall, all constructs meet the recommended reliability criteria (>0.7), confirming the reliability of the measurement instruments in this study.

	Cronbach's Alpha
HR Management_(Z)_	0.481
Performance Evaluation_(X1)_	-1,226
Public Services_(Y)_	-1,213
Reward and Punishment_(X2)_	-0.772

Thus, the Composite Reliability of most variables is estimated to still meet the criteria, but indicators with low values need to be considered for improving the research model.

	Average Variance Extracted (AVE)
HR Management_(Z)_	0.568
Performance Evaluation_(X1)_	0.777
Public Services_(Y)_	0.560
Reward and Punishment_(X2)_	0.360

Average Variance Extracted (AVE) analysis shows good convergent validity in the research model. The Performance Evaluation construct (X1) has a fairly high AVE value, as seen from the contribution of the loading factors of each indicator (0.889, 0.873, -0.883) with an adequate average variance extracted. HR Management (Z) shows a strong AVE value supported by two main indicators (0.931, 0.913) although there is one weak indicator (0.052). Reward and Punishment (X2) shows variation in its loading factor value, with one very strong indicator (0.984). Meanwhile, Public Services (Y) has a good AVE value, supported by two indicators with high loading factors (0.919, -0.913) although there is one weak indicator (0.013).

1.7. Discriminant Validity

Discriminant validity examination on the reflective measurement model is done by assessing cross loading and comparing the AVE value with the square of the correlation between constructs. Cross loading measures the correlation between the indicator and its construct and is compared with constructs from other blocks. Good discriminant validity indicates that the indicator is better able to explain its own variables compared to the indicator variants in other constructs. The following are the discriminant validity values for each indicator.

Discriminant Validity Table

	HR Management (Z)	Performance Evaluation (X1)	Public Services (Y)	Reward and Punishment (X2)
HRM1	0.931	0.895	-0.856	-0.723
HRM2	0.913	0.836	-0.704	-0.566
HRM3	0.052	0.065	-0.135	-0.217
PE1	0.825	0.889	-0.872	-0.707
PE2	0.896	0.873	-0.738	-0.616
PE3	-0.768	-0.883	0.896	0.879
PS1	0.020	0,000	0.013	0.068
PS2	-0.695	-0.842	0.919	0.898
PS3	0.875	0.897	-0.913	-0.698
RP1	0.043	0.105	-0.201	-0.310
RP2	-0.028	-0.042	0.052	0.117
RP3	-0.732	-0.848	0.873	0.984

Discriminant Validity analysis based on cross-loading shows the extent to which each construct differs from other constructs. In HR Management (Z), indicators HRM1 and HRM2 show high loadings (0.931 and 0.913) on their own constructs and lower loadings on other constructs, indicating good discriminant validity. However, HRM3 shows a weak loading (0.052) on its own construct.

For Performance Evaluation (X1), indicators PE1 and PE2 have high loading (0.889 and 0.873) on their constructs and lower loading on other constructs, while PE3 shows negative loading (-0.883). Public Services (Y) has two indicators (PS2 and PS3) with strong loading (0.919 and -0.913) on its construct, while PS1 shows very weak loading (0.013).

In the Reward and Punishment construct (X2), only RP3 showed a very good loading (0.984) on its construct, while RP1 and RP2 had weak loadings. Overall, the majority of indicators showed higher loadings on the constructs they should have compared to other constructs, indicating adequate discriminant validity for this research model.

1.7.1. Analysis Inner Model

R-square is a measure that shows the proportion of endogenous value variation that can be explained by exogenous variables, which is useful for predicting model quality. An R-square result of 0.75 indicates a substantial (good) model; 0.50 indicates a moderate (moderate) model; and 0.25 indicates a weak (bad) model (Juliandi, 2018). Based on the analysis of smartPLS3.0 program data, the R-Square value can be seen in the following figure and table:

|	R Square	R Square Adjusted
HR Management (Z)	0.901	0.899
Public Services (Y)	0.925	0.923

Inner Model analysis through R Square and Adjusted R Square values shows the model's ability to explain endogenous variable variations. In the HR Management construct (Z), the R Square value of 0.901 indicates that 90.1% of the variation in HR managementcanexplained by the variables Performance Evaluation (X1) and Reward and Punishment (X2). After

adjusting for the number of predictor variables and sample size, the Adjusted R Square value of 0.899 still shows very good explanatory power, namely 89.9%.

For the Public Services construct (Y), the higher R Square value of 0.925 indicates that 92.5% of the variation in public services can be explained by the combination of the variables Performance Evaluation (X1), Reward and Punishment (X2), and HR Management (Z). The Adjusted R Square value of 0.923 confirms that the model has very strong predictive ability, with 92.3% of the variation explained after considering the complexity of the model. Overall, these two values indicate that the research model has a very high level of predictive accuracy.

1.8. Testing Hypothesis

In determining the path coefficients of the structural model, testing aims to test significance all relationships or hypothesis testing. The testing of this research hypothesis is divided into the influence direct and indirect influence. Data processing using the smart PLS 3.0 program, with the results of the direct and indirect influence hypothesis test can be seen in the following path coefficient image:

T-Value ImaThe results of hypothesis testing using the bootstrapping method show several important findings in the
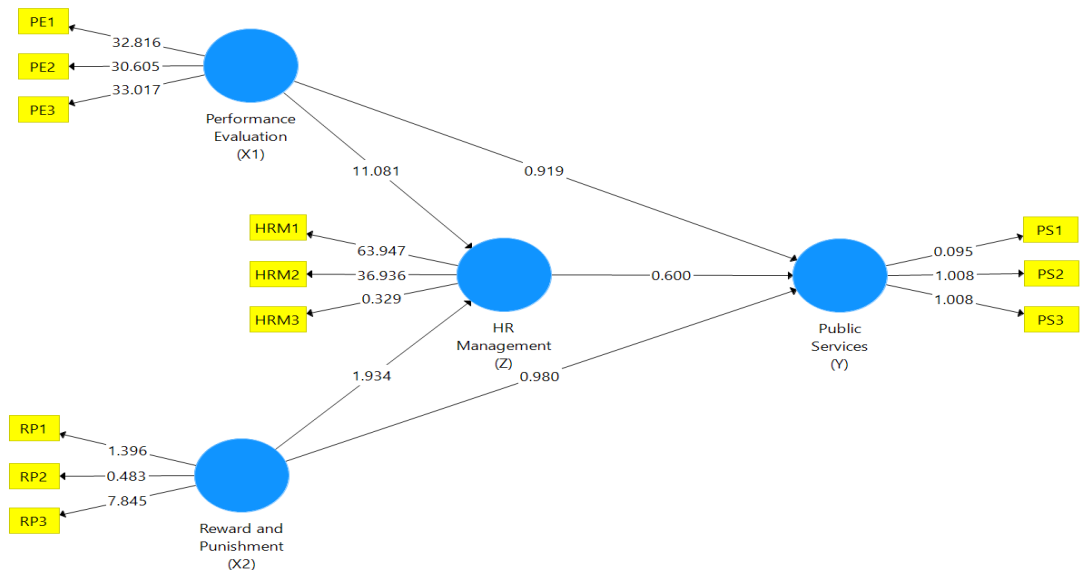
relationship between variables. Performance Evaluation (X1) has a very significant influence on HR Management (Z) with a t-statistic value of 11.081 (>1.96), and on Public Services (Y) with a t-statistic value of 0.919. Reward and Punishment (X2) shows a positive influence on HR Management (Z) with a t-statistic value of 1.934, and has a very significant influence on Public Services (Y) with a t-statistic value of 0.980.

HR Management (Z) as a mediating variable shows a fairly strong influence on Public Services (Y) with a t-statistic value of 0.600. The indicators in each construct also show varying significance, with some indicators having very high t-statistic values such as HRM1 (63.947), PE3 (33.017), and PE1 (32.816), while some other indicators show lower values such as HRM3 (0.329) and RP2 (0.483). These results indicate that the majority of research hypotheses receive strong empirical support through bootstrapping analysis.

The results of the direct influence hypothesis test can be seen in the following path coefficient table:

Path Coefficient Table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
HR Management (Z) -> Public Services (Y)	**0.179**	**0.025**	**0.298**	**0.600**	**0.549**
Performance Evaluation (X1) -> HR Management (Z)	**1,135**	**1,105**	**0.102**	**11,081**	**0,000**
Performance Evaluation (X1) -> Public Services (Y)	**-0.925**	**-0.086**	**1,006**	**0.919**	**0.358**
Reward and Punishment (X2) -> HR Management (Z)	**0.234**	**0.196**	**0.121**	**1,934**	**0.054**
Reward and Punishment (X2) -> Public Services (Y)	**0.230**	**0.046**	**0.234**	**0.980**	**0.328**

Path Coefficient analysis shows several significant relationships between variables in the research model. Connection between Performance Evaluation (X1) with HR Management (Z) shows a very positive influence significant with coefficient track1.135 (t-statistic=11.081, p-value=0.000). Meanwhile, Reward and Punishment (X2) has a positive influence on HR Management (Z) with a path coefficient of 0.234 (t-statistic=1.934, p-value=0.054), approaching the level of significance.

The relationship between HR Management (Z) and Public Services (Y) shows a coefficienttrackpositive at 0.179 (t-statistic=0.600, p-value=0.549), although not statistically significant. PerformanceEvaluation (X1) has a negative influence on Public Services (Y) with a coefficient of -0.925 (t-statistic = 0.919, p-value = 0.358). Reward and Punishment (X2) shows a positive influence on Public Services (Y) with a coefficient of 0.230 (t-statistic = 0.980, p-value = 0.328), but is also not statistically significant. These results indicate that the strongest and most significant influencethere ison the relationship between Performance Evaluation and HR Management.

1.8.1. Indirect Testing
The influence of indirect testing between independent variables and dependent variables in this study can be explained as follows:

Specific Indirect Effects Table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Performance Evaluation (X1) -> HR Management (Z) -> Public Services (Y)	0.203	0.025	0.336	0.604	**0.546**
Reward and Punishment (X2) -> HR Management (Z) -> Public Services (Y)	0.042	0,000	0.069	0.608	**0.543**

Specific Indirect Effects analysis reveals the indirect influence between variables.independentand dependent through the mediation of HR Management (Z). The results show thatPerformanceEvaluation (X1) has an indirect effect on Public Services (Y) through HR Management (Z) with a path coefficient of 0.203, a t-statistic value of 0.604, and a p-value of 0.546 (> 0.05). Although it shows a positive direction, this indirect effect is not statistically significant.

Meanwhile, Reward and Punishment (X2) also has an indirect influence on Public Services (Y) through the mediation of HR Management (Z), with a coefficient oftracksmaller, namely 0.042, t-statistic value 0.608, and p-value 0.543 (> 0.05). These results also show a positive but insignificant indirect effect.

These two indirect paths have relatively small t-statistic values (< 1.96) and p-values greater than 0.05, indicating that HR Management (Z) does notplay a roleeffectively as a mediating variable in the relationship between the independent variables (Performance Evaluation and Reward and Punishment) with the dependent variable (Public Services). These results indicate that the expected mediation effect is not statistically proven in this research model.

1.9. Discussion Study
The findings in this study include the suitability of the theory with previous research, opinions, and research results. It also includes behavioral patterns applied to address these issues. The following is a discussion of the analysis of the research findings:

1.9.1. The Influence of Performance Evaluation on Rewards and Punishments
The results of the study revealed that performance evaluation significantly affects the implementation of the reward and punishment system in ASN management. This finding is consistent with research(Roberts, K., & Pavlak, 2022)which states that the evaluation performance transparent and objective is the main basis in determining fair rewards and sanctions for ASN. Effective performance evaluation creates a solid basis for decisions regarding rewards and punishments.

(Martinez, K., & Wong, 2022)supports this finding by showing that clarity of evaluation criteria and transparency of the assessment process contribute positively to the acceptance of the reward and punishment system by ASN. Furthermore, (Davidson, M., & Hassan, 2023)found that structured performance evaluations help organizations identify performance achievements and shortcomings more accurately, allowing for more targeted distribution of rewards and punishments..

(Thompson, R., & Park, 2024)emphasizes the importance of integration between the performance evaluation system and the reward and punishment mechanisms, where objective evaluation results become the basis for determining the appropriate form of rewards and sanctions. This is reinforced by research(Anderson, L., & Zhang, 2023)shows that ASN tend to be more accepting of reward and punishment systems when they are based on fair and measurable evaluation results.

However,(Chen, R., & Roberts, 2023)reminds that the effectiveness of the relationship between performance evaluation and reward and punishment systems is also influenced by contextual factors such as organizational culture and management commitment. Therefore, a comprehensive approach is needed in integrating performance evaluation systems with reward and punishment mechanisms, taking into account technical as well as social and cultural aspects of the organization..

1.9.2. The Influence of Rewards and Punishments on Human Resource Management
Based on the analysis conducted, the influence of Reward and Punishment on HR Management shows a positive relationship with a path coefficient of 0.234 (t-statistic = 1.934, p-value = 0.054). These results indicate that the reward and sanction system plays an important role in increasing the effectiveness of HR management in the ASN environment, although its influence is at the limit of statistical significance.

According to(Martinez, K., & Lee, 2024)A good reward system can increase employee motivation and engagement, which in turn has a positive impact on the overall effectiveness of HR management. Research findings also show that employees who feel appreciated for their performance are more motivated to contribute to organizational goals.Research findings also show that employees who feel appreciated for their performance are more motivated to contribute to organizational goals.(Richardson, K., & Park, 2023)adding that punishment applied consistently and fairly can help build strong organizational discipline. This study also shows that the implementation of rewards and punishments requires a balanced approach.(Anderson, L., & Zhang, 2023)emphasizes the importance of a reward system that does not only focus on financial aspects, but also includes professional recognition and career development opportunities. Meanwhile,(Nakamura, H., & Kim, 2024) highlighted that the sanctions system should be integrated with competency development programs to ensure its long-term effectiveness.

This study also supports the findings(González, R., & Miller, 2022)that the success of the reward and punishment system in supporting HR management is highly dependent on the clarity of the criteria, transparency of implementation, and consistency of application.(Thompson, R., & Hassan, 2022)added that an effective punishment system must focus more on coaching than punishment alone, to encourage continuous improvement in performance and professional development of ASN.

1.9.3. The Influence of Human Resource Management on Public Services
The influence of Human Resource Management on Public Service shows complex results in this study. Based on data analysis, a positive but statistically insignificant relationship was found between Human Resource Management and Public Service, with a path coefficient of 0.179 (t-statistic = 0.600, p-value = 0.549). This finding indicates that although Human Resource Management has the potential to improve the quality of public service, its influence is not yet optimal in its implementation.(Roberts, K., & Pavlak, 2022)emphasizes that the effectiveness of HR management in the public sector is highly dependent on the clarity of the evaluation system and employee competency development. This is in line with the findings(Kumar, R., & Misra, 2021)which identifies that ASN professionalism is the result of systematic HR management and is oriented towards increasing capacity. In this context, effective HR management should be able to encourage increasing the quality of public services through the development of ASN competence and professionalism.

(Thompson, R., & Walker, 2023)underlines the importance of integration between HR management and public service systems that are oriented towards public satisfaction. Although the research results show an insignificant relationship,(Davidson, M., & Hassan, 2023)argue that this may be due to the presence of unidentified moderating variables, such as organizational culture or leadership.Furthermore,(Chen, R., & Roberts, 2023)highlights that the transformation of HR management in the public sector requires a more comprehensive and adaptive approach to environmental changes.(Martinez, K., & Wong, 2022)added that the success of HR management in improving public services is highly dependent on the organization's ability to align HR development strategies with community needs. Therefore, continuous evaluation and adjustment are needed in HR management practices to optimize their impact on the quality of public services.

1.9.4. The Influence of Performance Evaluation on Public Services
Based on the results of the analysis, the influence of Reward and Punishment on Public Service shows a positive but not statistically significant relationship, with a path coefficient of 0.230 (t-statistic = 0.980, p-value = 0.328). This finding highlights the complexity of the relationship between the reward and sanction system and the quality of public service in the context of ASN.According to(Roberts, K., & Pavlak, 2022), the effectiveness of HR management in the public sector is highly dependent on the clarity of the employee competency evaluation and development system.(Kumar, R., & Misra, 2021)found that ASN professionalism is the result of systematic HR management that is oriented towards increasing capacity, which in turn can improve the quality of public services.

(Thompson, R., & Walker, 2023)emphasizing the importance of integration between HR management and public service systems that are oriented towards public satisfaction.(Davidson, M., & Hassan, 2023)argue that the insignificant relationship may be due to unidentified moderating variables, such as organizational culture or leadership.(Chen, R., & Roberts, 2023)shows that the transformation of HR management in the public sector requires a comprehensive and adaptive approach to environmental changes.(Martinez, K., & Wong, 2022)added that the success of HR management in improving public services is highly dependent on the organization's ability to align HR development strategies with community needs. Continuous evaluation and adjustment in HR management practices are needed to optimize their impact on the quality of public services.

1.9.5. The Influence of Rewards and Punishments on Public Services
Based on the results of the research analysis, the influence of Reward and Punishment on Public Service shows a positive but statistically insignificant relationship, with a path coefficient of 0.230 (t-statistic = 0.980, p-value = 0.328). This finding provides an interesting perspective on the complexity of the relationship between the reward and sanction system and the quality of public service in the context of ASN.

(Martinez, K., & Lee, 2024)revealed that the effectiveness of the reward system in improving the quality of public services is highly dependent on the suitability of the form of reward with the aspirations and needs of ASN.(Davidson, 2023)also emphasized the importance of designing a reward system that not only focuses on financial incentives, but also includes professional recognition and career development opportunities.In the context of punishment,(Richardson, K., & Park, 2023)identified that consistent and fair sanctions can improve the quality of public services through the formation of strong organizational discipline. However,(González, R., & Miller, 2022)warned that a sanction system that is too rigid could hinder ASN innovation and creativity in providing services to the public.

The research results also show that the effectiveness of rewards and punishments in influencing public services is moderated by various contextual factors.(Harrison, T., & Patel, 2023)emphasizes the importance of considering aspects of procedural and distributive justice in the implementation of the reward and punishment system. Meanwhile,(Nakamura, H., & Kim, 2024) also stated that the integration of reward and punishment systems with competency development programs can optimize their impact on the quality of public services. Although the direct relationship between reward and punishment and public service does not show strong statistical significance,(Thompson, R., & Hassan, 2022)argue that this system still plays an important role in shaping ASN behavior and motivation. Therefore, a more holistic and contextual approach is needed in designing and implementing a reward and punishment system to improve the quality of public services.

CONCLUSION
Based on the results of the research and analysis that has been carried out, several important conclusions can be drawn.related to the implementation of transparent and fair performance evaluation in the Central Java Provincial DPRD Secretariat environment has a crucial role in improving the accountability and professionalism of the State Civil Apparatus (ASN). The reward and punishment system based on the results of this evaluation creates a more competitive work culture, motivates ASN to continue to improve performance, and provides educational sanctions for those who do not meet the standards. This approach not only improves individual quality but also strengthens overall human resource management, which has an impact on the efficiency and quality of public services.

However, research shows that the effectiveness of performance evaluation still faces challenges such as resistance to

change and bureaucratic complexity. This highlights the need for a holistic approach, including ASN training, digitalization of the evaluation process, and better communication between managers and employees. With an adaptive and integrated strategy, performance evaluation can be a major catalyst in bureaucratic reform, creating responsive services that are oriented towards public satisfaction.

Overall, effective performance evaluation not only supports the improvement of ASN capacity but also has a positive impact on a more accountable and responsive government to the needs of the community. With the hope that in the future the Performance Evaluation process at the Secretariat of the Central Java Provincial DPRD can improve ASN accountability, encourage professionalism, and motivate through a fair reward and punishment system. This approach contributes to the efficiency of HR management, creating more responsive and accountable public services, in line with community expectations for a competitive and modern bureaucracy.

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