

EFFECT OF LEADERSHIP, REWARD, and PUNISHMENT on EMPLOYEE PERFORMANCE at MITRA10 KEBONSARI MALANG

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ABSTRACT

The purpose of this study was to determine the effect of leadership, reward, and punishment on employee performance at Mitra10 Kebonsari Malang. The sampling method used nonprobability sampling method, with the sample used as many as 69 employees of Mitra10 Kebonsari Malang. The analytical method used is multiple linear regression analysis. The results of the partially tested research show that Leadership, Reward and Punishment have a significant effect on employee performance. Simultaneous test shows that Leadership, Reward and Punishment have a significant effect on employee performance.

KEYWORDS: Leadership, Reward, Punishment, Employee Performance.



Introduction

Human resource management is a company effort to manage the human resources owned, in order to achieve the company goals that have been set. Target company, so the main goal of all the work done by employee. However, modern HR management is no longer just focuses on meeting company targets only, but also think about how the development of each talent that is owned company.

Human resources HR is an important aspect that should not be underestimated in running a company or business. Even though a company is supported by sophisticated and adequate equipment, if managed by competent human resources If it is not of high quality, then everything that has been done will be in vain.

Actually, the purpose of human resource management or HRM itself varies and differs in each company. However, In general, the goal of HRM itself can be to make various policies relating to human resources and ensuring employees have high performance. Besides that, the purpose of having HRM is to ensure the company is able to achieve its business goals where it involves all employees skilled and have the will to progress.

According to Hasibuan (2003, h 244), he expressed his opinion if this Human Resources has the meaning of integrated expertise which comes from the power of thought and physical power possessed by each person person.

Those who do and what are done still have close relationship such as heredity and environment. As for his work performance, he is motivated by a desire in fulfilling his wishes. Performance has a broad meaning, one of which is the result quality and quantity of work that can be achieved by a employees in carrying out their main duties and functions as employees in accordance with assigned responsibilities or given to him.

According to Anwar Prabu Mangkunegara (2006:67), the notion of performance is the result of work in quality and the quantity achieved by an employee in carrying out duties in accordance with the responsibilities assigned to him. The implementation process of an organization must monitor, assessment and review of the performance of human resources in a company the organization.

Through these three things, it can be known whether the performance of employees is in line with the achievement of company targets or not achieving company targets. If the target is not achieved then the company must evaluate the performance of the employee. Companies in evaluating employee performance will usually use an assessment indicator. According to Robbins (2006), employee performance measurement is individual there are five indicators, namely: quality, quantity, timeliness, effectiveness and independence.

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According to Sondang P. Siagian Leadership can be defined as a person's ability to holding a position as the head of an organization or company in influencing others, especially subordinates or other work teams to achieve goals easily. Leadership is one of the functions of management to influencing, directing, motivating, and controlling others in order to carry out the planned tasks. so as to achieve the goals and objectives of the organization.

Award or reward means any form of remuneration or rewards to employees and arise because of their employment. Can be in the form of direct cash payments (wages, salaries, incentives, bonus) and can also be in the form of indirect payments (insurance, vacation at company expense) and can also be in the form of non-pecuniary rewards (flexible hours, prestigious office, more challenging jobs (Dessler, 2005).

Sardiman (2011), punishment is one form of negative reinforcement that becomes a motivational tool if given appropriately and wisely in accordance with the principles of giving punishment so as to be able to improve employee performance so that more maximum in doing their job.

Basically reward and punishment are two things that opposite but have a very close attachment encourage employees to encourage and motivate employees to become better in carrying out their duties and obligations towards the work done.

The purpose of the reward system and this punishment is to be able to continue to stimulate employees achievers. This system is very much needed by companies that are demanded to hire employees who are knowledge workers. Mitra10 is a building materials supermarket located on Jl. Sudanco Supriadi, Ex, Kebonsari; district.

Breadfruit, Malang City which was just established 2 years ago which of course still counts as a new store branch and still has many problems One of them is about decreased employee productivity, and of course the company must immediately analyze and also take action to deal with ongoing problems so that does not disturb the stability of the company.

There for the author raised the title "Leadership Influence, Reward and Punishment on Employee Performance at Mitra10 Kebonsari Malang" on Thesis made by the author.

Method

The population used in this study were all commercial employees of Mitra10 Kebonsari Malang. By using saturated sampling technique. Because based on this research, the population is not more than 100 respondents. Thus, it is hoped that all respondents can help carry out the research conducted by the author. There are 2 (two) types of data used in this study, namely primary data and secondary data.

Primary data was obtained by distributing questionnaires to all commercial employees of Mitra10 Malang, while secondary data was obtained through previous research journals, websites,

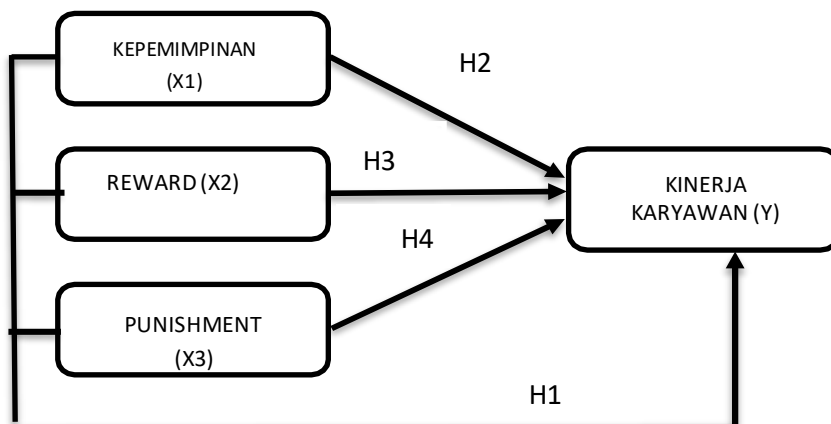
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and also information related to research conducted by the current author. Therefore, the following hypothesis is made :

H1 : Leadership, Reward, and Punishment significantly influence employee performance.

H2 : Leadership has a significant influence on performance employee.

H3 : Reward has a significant effect on performance employee.

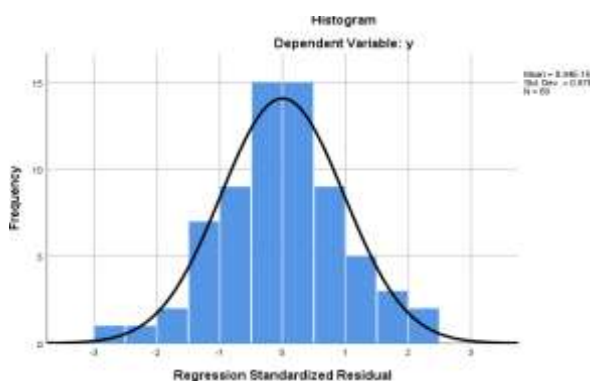


H4 : Punishment has a significant effect on performance employee.

Result

Classic Assumption Test

The classical assumption test is carried out with the aim of ensuring that the data used does not have deviations and is valid for use.

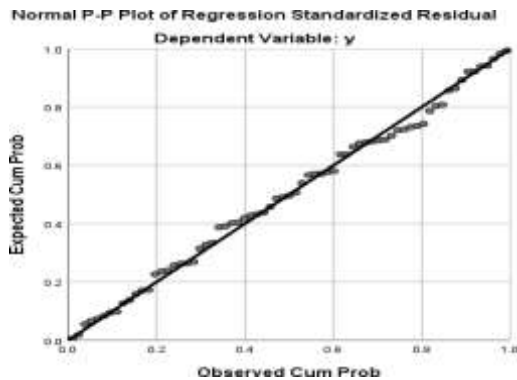


Interpretation:

The results in the normality test produce a mountain curve, it can be said that the pattern is normally distributed.

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Normality Test



Interpretation:

The results in the P-Plot normality test produce a diagonal line, it can be said that the pattern is normally distributed.

Multicollinearity Test

Aims to test whether the regression model found a correlation between the independent variables (independent).

Conditions :

1. If the Tolerance value is greater than 0.10, then there is no multicollinearity.
2. If the VIF value is less than 10.00, it means that there is no multicollinearity.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12.213	13.273		.920	.361		
	x1	-.108	.154	-.056	-.701	.486	.999	1.001
	x2	-.717	.300	-.191	-2.387	.020	.998	1.002
	x3	2.617	.285	.734	9.176	.000	.999	1.001

a. Dependent Variable: y

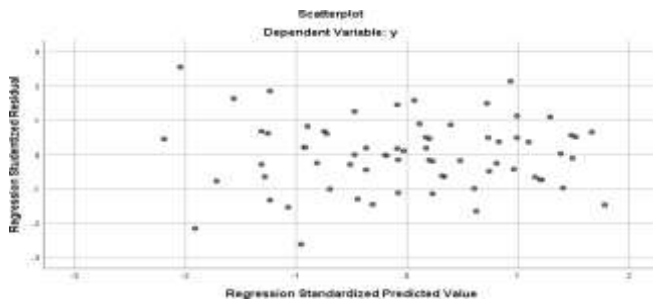
Interpretation:

The results of the Multicollinearity Test for the tolerance value of 0.999 and the VIF value of 1.001, which means that both show multicollinearity.

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Heteroscedasticity Test

Aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation.



Interpretation:

The results of the heteroscedasticity test of the scatterplot graph show that the points spread randomly and are spread both above and below the number 0 on the y-axis. This means that there is no heteroscedasticity in the regression model so that the regression model is feasible to use.

Multiple Linear Regression Test

Aims to determine whether or not the influence of two or more independent variables (X) on the dependent variable (Y).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.213	13.273		.920	.361
	Kepemimpinan (X1)	-.108	.154	-.056	-.701	.486
	Reward (X2)	-.717	.300	-.191	-2.387	.020
	Punishment (X3)	2.617	.285	.734	9.176	.000

a. Dependent Variable: Kinerja Karyawan (Y)

Based on the table of multiple linear regression test results above, it can be obtained a multiple linear regression model based on the B value as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \dots\dots\dots (1)$$

$$Y = 12.213 + 0,108 (X_1) + 0,717 (X_2) + 2.617 (X_3) + e \dots\dots\dots (2)$$

The a value of 12.213 is a constant or condition when the dependent variable of employee performance (Y) has a positive effect on the independent variable, namely leadership (X1), reward (X2), and punishment (X3).

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b1 (regression coefficient value X1) of 0.108 indicates that the leadership variable has a positive influence on employee performance which is quite strong. If leadership is optimized then employee performance will increase.

b2 (regression coefficient value X2) of 0.717 indicates that the reward variable has a positive influence on employee performance which is quite strong. If work discipline is optimized, employee performance will increase.

b3 (regression coefficient value X3) of 2.617 indicates that the punishment variable has a positive influence on employee performance which is quite strong. If work discipline is optimized, employee performance will increase.

T – Test

Condition :

If the value of Sig. <0.05, or t arithmetic > t table then there is an effect of variable X on variable Y.

if the value of Sig. >0.05, or t arithmetic < t table then there is no effect of variable X on variable Y.

t tabel = $t(\alpha / 2 ; n - k - 1) = t(0,5 / 2 ; 69 - 3 - 1) = 0,025 ; 65 = 3,126$(3)

Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12.213	13.273		.920	.361		
	x1	-.108	.154	-.056	-.701	.486	.999	1.001
	x2	-.717	.300	-.191	-2.387	.020	.998	1.002
	x3	2.617	.285	.734	9.176	.000	.999	1.001

a. Dependent Variable: y

Interpretation :

The Effect of X1 on Y

Given the value of Sig. 0.486 > 0.05, and t count 0.701 < 3.126, it can be concluded that H1 is accepted, which means that there is no effect between X1 on Y.

The Effect of X2 on Y

Given the value of Sig. 0,20 > 0,05 and t count 2,387 < 3,126, it can be concluded that H2 is accepted, which means that there is no effect between X2 on Y.

The Effect of X3 on Y

Given the value of Sig. 0,00 < 0,05, and t count 9,176 > 3.126, it can be concluded that H3 is accepted because it has the effect of X3 on Y.

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F – Test

Condition :

If the value of Sig. <0.05 or calculated F value > F table, then there is an effect of variable X on variable Y,

If the value of Sig. >0,05 or calculated F value < F table, then there is no effect of variable X on variable Y.

F tabel = F(k ; n – k) = F (3 ; 69 – 3) = 3 ; 66 = 3,136(4)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	939.387	3	313.129	30.480	.000 ^b
	Residual	667.773	65	10.273		
	Total	1607.159	68			

a. Dependent Variable: Kinerja Karyawan (Y)

b. Predictors: (Constant), Punishment (X3), Kepemimpinan (X1), Reward (X2)

Interpretation :

Given the value of Sig. 0.000 < 0.05, and F count 30.480 > 3.136, it can be concluded that H4 is accepted, which means that there is an influence of the variables X1, X2, and X3 on Y. The Effect of X2 on Y

Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	.585	.565	3.20522

a. Predictors: (Constant), Punishment (X3), Kepemimpinan (X1), Reward (X2)

Interpretation :

It is known that the R Square value is 0.585 or 58.5% which indicates that there is a simultaneous influence between the variables X1, X2, and X3 on the Y variable by 58.5%, while the remaining 41.5% is influenced by other variables.

Discussion

1. The Effect of Leadership on Employee Performance

Based on the results of the study above, the influence of leadership on employee performance obtained a t-count value of 0.486 > 0.05 and t-count 0.701 < 3.126, it can be

concluded that H1 is accepted because the Leadership variable (X1) has a positive influence on Y.

Leadership on employee at Mitra10 Kebonsari Malang is a pretty good point in playing its function as an organizational leader. Theoretically leadership is the process of influencing the activities organized in groups in their efforts to achieve the goals set. (William G. Scott, 1962).

The results of this study are supported by previous research conducted by Made Suprpta, Desak Ketut Sintaasi, and I Gusti Riana (2015), with the title The Effect of Job Leadership and Job Satisfaction on Employee Performance, where the results of the study show that there is a positive and significant influence between leadership on job satisfaction, positive and significant between leadership on performance. Likewise, there is a positive and significant influence between job satisfaction on employee performance.

2. The Effect of Reward on Employee Performance

Based on the results of the study above, the influence of Reward on employee performance obtained a t-count value of the value of Sig. $0,20 > 0,05$ and t count $2,387 < 3,126$, it can be concluded that H1 is accepted, which means that there is no effect between X2 on Y.

Recompense which are given by company to the labor, because of energy the work has give donation energy and mind for progress use company achieving goals which has set. (Sastrohadiwiry, 2009).

The results of this study are supported by previous research conducted by Winda Sri Astuti, Herman Sjahrudin, and Susenohadi Purnomo (2018), with the title The Effect of Reward and Punishment on Employee Performance, where the result of study explaining the reward has a significant negative effect on employee performance. in addition to the punishment to be significant and positive.

3. The Effect of Punishment on Employee Performance

Based on the results of the study above, the influence of punishment on employee performance obtained at the value of Sig. $0,00 < 0,05$, and t count $9,176 > 3.126$, it can be concluded that H3 is accepted because it has the effect of X3 on Y.

Punishment is procedure which is conducted for repair behavior that unwanted during short and performed with wise. (Abu and Supriyono, 2013).

The results of this study are supported by previous research conducted by Raymond Suak, Adolfina Adolfina, Yantje Uhing (2017), with title The Effect of Reward and Punishment on Employee Performance at Sutanraja Hotel Amurang, and the result The results of the analysis show that the correlation between reward and punishment on employee performance is very weak.

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Simultaneous hypothesis testing states that reward and punishment have no significant effect on employee performance. Hypothesis testing partially shows that reward and punishment also have no significant effect on employee performance.

4. The Effect of Leadership, Reward, and Punishment on Employee Performance

Based on the results of the study above, the influence of punishment on employee performance obtained at the R Square value is 0.585 or 58.5% which indicates that there is a simultaneous influence between the variables X1, X2, and X3 on the Y variable by 58.5%, while the remaining 41.5% is influenced by other variables.

Conclusion

From the results of the discussion in this study, it can be concluded that leadership as a variable (X1),

reward as a variable (X2), punishment as a variable (X3), has a significant positive effect on employee performance (Y).

From the results of this study, it is possible that Mitra10 Kebonsari Malang needs to improve the effectiveness and efficiency of employee performance by providing training to improve employee skills and also increase the desire to learn from their employees.

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