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The Leadership Style Influence, Reward and Punishment towards the Employee Performance

Rustan Ali[1], Bakhtiar Tijjang[2], Irawati Nur[3], Hartati Kullu[4], Nurfadhilah[5]

[1,2,343]*Institut IlmuSosialdanBisnis Andi Sapada, Parepare, Indonesia*
[5]*Institut Agama Islam NegeriParepare, Indonesia*

ABSTRACT : This study aims to determine and analyze how much the influence of leadership style, the reward and punishment towards the employee performance of PT. BosowaBerlian Motor. The sampling method used was saturation which all the existing population used as a sample, so that the number of samples in this study were 37 respondents. The analysis method used is multiple linear regression that supported of SPSS Version 21 application. The results of this study indicate that the Leadership Style (X1) has an influence on Employee Performance (Y) because t count > t table ((2,826> 2,035),variable Reward (X2) has no effect on Employee Performance (Y) because t count <t table (1,871 <2,035), while the variable Punishment (X3) also has an influence on Employee Performance (Y) because t count> t table (4,009> 2,035)). Meanwhile, if simultaneously, it is found that the three X variables have an influence on variables of employee performance.

KEYWORDS: *Leadership Style, Reward, Punishment, Performance.*

I. INTRODUCTION

Today the business development has growth very fast and is metamorphosed continuously. In this globalization era, it pushes the companies to carry out organizational activities with high standards so that company and human resources are more developed and can compete with other companies. A company in carrying out its activities, both companies engaged in industry, trade and services will try to achieve predetermined goals. One of the important things is that the various forms of success of company activities in achieving certain goals do not only depend on technological excellence, the available operational funds, facilities and infrastructure, but also depending on the aspect of human resources. This human resource factor is an important element that must be considered by companies, especially in considering that the era of free trade and the AEC (Asean Economic Community) is started. The competitive climate that faced by companies will be very different. It forces every company to be able to work more efficiently, effectively and productively. Today human resources remain the center of attention and foundation for an organization or company to survive in the globalization era.

One of the factors that can affect the performance of employees in a company is leadership, if the role of the leader is good, the employee also will have a good performance. Leaders who pay less attention to their subordinates tend to be more practical, which are directing and supervising employees closely to ensure that tasks are carried out according to what they want and the leaders pay more attention to the implementation of work than the development of their employees, it causes dissatisfaction to the employees who have the willingness to develop.

The leadership style gives an attractive impression and is very important in facing business competition in the globalization era. From time to time, the problem of leadership style is always a topic that concern in a company. This is due to the individual's limitations and advantages. In addition, human resources need the awards for the employee work so that job satisfaction is achieved, therefore the company needs to provide employee awards as remuneration for the outstanding employees and the achievement of the benefits of human resources efficiently and effectively. To help employees achieve effective performance, companies need to pay attention to several things, one of them is the member rewards or awards. According to Moorhead & Griffin (2013) rewards or rewards include many of the incentives that organizations provide to employees as part of a psychological contract. Apart from being a form of remuneration, giving rewards is also needed as motivation so that employees are motivated to perform better. Another factor is the effects of the employee performance is punishment. If high achievement must be given a proper reward, if it violates the rules in the company, it must

be given a sanction or punishment that is appropriate and fair. According to Mangkunegara punishment is an action of punishment which aims to fix in order to improve those disobey employee. So, the reward punishment is a form of leader's reaction to maintain and increase the employee performance and encourage them to be better, have more quality and responsibility on their duty.

Improving employee performance is very important because it has a positive impact to the office and is able to increase effectiveness and efficiency. One of the way is through the implementation of an effective leadership style.

II.   LITERATURE REVIEW

Leadership style

According to Malayu S.P. Hasibuan (2006: 170), leadership style is an effort to influence people as the communication process to achieve one or more goals. According to Rivai (2014), leadership style is a set of features used by leaders to influence the subordinates so that organization goals are achieved or it can also be stated that leadership style is a pattern of behavior and strategies which a person like and usually implemented by a leader.

Rewards

According to Nawawi reward (2015: 119) "reward is an effort to build a feeling of being accepted (recognized) in the work environment, which touches aspects of compensation and aspects of the relationship between workers to one another". Rewards According to Irmayanti (2013) that rewards are also called intrinsic rewards, which is rewards that are part of the work itself, these rewards include a sense of completion, achievement and growth, means the ability to start or finish the work.

Punishment

Punishment is suffering that is intentionally given or did by someone as a result of a violation, crime or mistake. According to Purwanto (2005; 186), the purpose of punishment is suffering which is intentionally given or inflicted by someone (parents, teachers, and in the same level) after an offense, crime, or mistake.

Employee performance

The definition of performance according to Hasibuan (2002: 84) is a result of one's achievement in performing tasks based on skills and experience, as well as the time. Performance is the work result in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities that give to him.

III.   RESEARCH METHODS

The population in this study were all employees of PT. BosowaBerlian Motor Branch Parepare, which are 37 people. The sampling technique in this study used the saturation technique applied by Sugiyono, which is taking all members of the population and put them into the sample, because of the population in this study. relatively small (Sugiyono, 2012: 200). Based on this theory, the number of samples to be used in this study were 37 respondents. The data in this study were obtained by distributing questionnaires to all samples using a Likert scale and the results obtained were analyzed using multiple linear regression that supported of the SPSS version 21 application. And it can be written with the following formula:

$$Y = a + b1x1 + b2x2 + b3x3$$

Which are:
Y = Employee Performance
x1 = Leadership Style
x2 = Reward
x3 = Punishment
a = Constant
b1 b2b3= Regression Coefficient

IV.   RESULTS AND DISCUSSION

1.   Validity test

In this validity test, it is carried out by using the product moment correlation analysis method. The calculations are carried out with the help of the SPSS V21 application program. Correlation values that are used above 37 samples.

Table 1. Validity Test Results

No.	Indicator	Correlation	r table	Information
1.	Leadership style			
	Indicator 1	0,858	0,325	Valid
	Indicator 2	0,840	0,325	Valid
	Indicator 3	0,781	0,325	Valid
	Indicator 4	0,737	0,325	Valid
	Indicator 5	0,968	0,325	Valid
	Indicator 6	0,809	0,325	Valid
	Indicator 7	0,882	0,325	Valid
	Indicator 8	0,849	0,325	Valid
2.	Reward			
	Indicator 1	0,500	0,325	Valid
	Indicator 2	0,628	0,325	Valid
	Indicator 3	0,530	0,325	Valid
	Indicator 4	0,351	0,325	Valid
	Indicator 5	0,523	0,325	Valid
	Indicator 6	0,448	0,325	Valid
	Indicator 7	0,801	0,325	Valid
3.	Punishment			
	Indicator 1	0,602	0,325	Valid
	Indicator 2	0,636	0,325	Valid
	Indicator 3	0,746	0,325	Valid
	Indicator 4	0,626	0,325	Valid
	Indicator 5	0,681	0,325	Valid
	Indicator 6	0,745	0,325	Valid
4.	Employee performance			
	Indicator 1	0,532	0,325	Valid
	Indicator 2	0,786	0,325	Valid
	Indicator 3	0,863	0,325	Valid
	Indicator 4	0,894	0,325	Valid
	Indicator 5	0,536	0,325	Valid
	Indicator 6	0,823	0,325	Valid

Source: primary data processed, 2020

Table 1 shows all the indicators used to measure the variables used in this study, which are the leadership style, reward, punishment and employee performance variables which have a correlation value of 0.325 so that the results indicate that all indicators are valid.

2.   Reliability test
The reliability test in this study used the Cronbach Alpha formula. The results of this reliability test from the SPSS V21 program for each variable are summarized in table 8:

Table 2. Reliability Testing Results

Variable	Alpha	Information
Leadership style	0,941	Reliable
Reward	0,603	Reliable
Punishment	0,753	Reliable
Employee performance	0,838	Reliable

Source: primary data processed, 2020

The results of the reliability test indicate that all variables have an alpha coefficient greater than 0.5, which is the leadership style research variable 0.941, reward variable 0.603, the punishment variable 0.753 and the employee performance variable 0.838, so we can say that all measuring variables of each variable from the questionnaire is reliable.

3.   Multiple Linear Analysis

After collecting data that has been given to respondents and distributing it into predetermined scores, the next step is to analyze the data using multiple linear regression analysis. This analysis is used to determine how much influence the independent variables (leadership style, reward and punishment) on the dependent variable (employee performance). To make it easier to find out the effect of the independent variables (leadership style, reward and punishment) on the dependent variable (employee performance), the authors use SPSS (statistics for products service solution) version 21. The results can be seen in table 3.

Table 3

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.495	3.962		.125	.901
Leadership style (X1)	.165	.058	.368	2.826	.008
Reward (X2)	.223	.119	.245	1.871	.070
Punishment (X3)	.476	.119	.464	4.009	.000

a. Dependent Variable: Employee performance (Y)

In the multiple linear regression formula Y = a +b1X1+b2X2+b3X3 , and the output values above which input into the multiple linear regression function equation, which are :

Y = 0.495 + 0.165X1 + 0.223 X2+ 0.476X3

Based on the equation above it can be explained that:

a.   Value of a (*constant*) = 0.495 means that if the assessment of the leadership style does not change, then the employee performance is 0.495

b.   Value of B1 = 0.165 which means that each leadership style is 1, then the employee's performance increases by 0.165, assuming other variables have a fixed value.

c.   Value of B2 = 0.223 means that every reward is 1, then employee performance increases by 0.223 with the assumption that other variables have a fixed value.

d.   Value of B3= 0.476 means that every punishment is 1, then the employee's performance will increase by 0.476 assuming a fixed variable.

T test (partial hypothesis testing)

In the t test or partial to find out whether the independent variable (leadership styleX1, RewardX2 and Punishment X3), has a significant effect on the dependent variable (employee performance Y), so the partial regression coefficient test (t test) is used. The t test is carried out by comparing the tcount and ttable of each of the variables. We say the dependent variable has an effect, if it is greater than or significantly less than 0.05 based on the table above, then the t test of each variable can be done in the following way :

a. Partially determine the hypothesis
H0: partially there is no influence between leadership style (X1), reward (X2) and punishment (X3)) on employee performance.
H1: partially there is an influence between leadership style (X1)), reward (X2) and punishment (X3) on employee performance.
b. Determine the level of significance
The level of significance is 0.05 (5%)
c. Determine t count
t is calculated based on the table above, where the leadership style variable = 2.826 reward = 1.871 and the punishment variable = 4.009.
d. Determine t table with degrees of freedom = n - k
n = number of samples = 37
k = number of variables = 3
with degrees of freedom 37 - 3 - 1
so: t table = 2,035
t count (X1) = 2,826
t count (X2) = 1,871
t count (X3) = 4.009
e. Assessment criteria

If t count> t table, then Ho is rejected
If t count <t table, then Ho is accepted
So the value obtained can be explained:

The leadership style variable (X1) 2,826> 2,035 means that Ho is rejected, this proves that the leadership style variable has a significant effect on employee performance.
1. Variable reward (X2) 1,871 <2,035 means that Ho is accepted, this proves that reward has no effect on employee performance.
2. The punishment variable (X3) 4,009> 2,035 means that Ho is rejected, this proves that the punishment variable has an effect on employee performance.

F test (Simultaneous Hypothesis Testing)

Table 4

ANOVAª

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.057	3	15.352	14.578	.000ᵇ
	Residual	34.754	33	1.053		
	Total	80.811	36			
a. Dependent Variable: Employee performance (Y)						
b. Predictors: (Constant), Punishment (X3), Leadership style (X1), Reward (X2)						

Analysis of variation (ANOVA) serves to determine how much influence the variation of the independent variable has on the dependent variable. The role of ANOVA analysis is to test the significant leadership style, reward and punishment simultaneously on employee performance, simultaneous hypothesis testing can be done by comparingfcountwithftabel . The independent variable is said to have a significant effect simultaneously on the dependent variable if fcount>ftableand is significant, it is less than 0.05. f test steps are as follows:
a. Formulate a hypothesis
   H0: the independent variables, namely leadership style, reward and punishment do not have a significant effect simultaneously on the dependent variable, which is employee performance.
   H1: the independent variables, namely leadership style, reward and punishment, have a significant effect simultaneously on the dependent variable, namely employee performance.
b. Determining fcount and significant
   From the output obtained, fcount that to 14,578 and a significant amount of 0.00
c. Determineftable
   F table can be seen at α 0.05 with
   The numerator degrees of freedom = (k - 1) = 3 - 1 = 2
   Denominator degrees of freedom = (n - k) = 37 - 3 = 34
   F table 0.05 (2.88)
d. Assessment criteria
If F count> F table, then Ho is rejected Ha accepted
   (significant)
If F count <F table, then H0 is accepted Ha rejected
   (not significant)
   Based on the research above, it can be said that the leadership style (X1), reward (X2) and punishment (X3) simultaneously have a significant effect on the dependent variable, which is employee performance (Y) where, F count> F table 14.578> 2.88 and are significant and the second hypothesis is proven to be true.

Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755ª	.570	.531	1.026
a. Predictors: (Constant), Punishment (X3), Leadership style (X1), Reward (X2)				

Table 5

a. **R** shows multiple correlation, which the correlation between three independent variables and one dependent variable. If the value is close to number 1, the relation between the two variables are strong and in the

same direction, close to 0 the relation between the two variables are weak or not in the same direction and if it approaches -1 the relation between two variables are strong and unidirectional. The value obtained is 0.755, meaning that the correlation between leadership style, reward and punishment on employee performance is strong because the value is close to 1.

b.   **R square** or the square R represents the coefficient of determination. This analysis is used to determine the percentage contribution of the independent variable to the dependent variable. The coefficient of determination R2 shows how much the percentage of the independent variable which is able to explain the dependent variable. The results of the SPSS V21 analysis obtained R2= 0.570, meaning 57.0%. Leadership style (X1), reward (X2) and punishment (X3) on employee performance (Y). while the remaining 55.7% is influenced by other variables which is not included in this study.

V.   CONCLUSION

This study aims to determine the effect of leadership style, reward and punishment to the performance of employees of PT BosowaBerlian Motor Branch Parepare. Based on the formulation of the proposed research problem, based on the data analysis that has been done and the discussion stated, it can be concluded as follows.

Based on the results of the t test or partial, according to the leadership style variable, the calculation results are obtained ttable which tcount >ttable (2,826> 2,035) and significant 0.05 (0.000 ≥ 0.005), it proves that there is a significant influence between leadership style and employee performance of PT. BosowaBerlian Motor, Branch Parepare. Based on the results of statistical data analysis, according to the calculation results that ttable, <(1,871 <2,035) and not significant ≤ 0.05 (0,000 ≤ 0.005), this proves that there is no significant effect between reward and employee performance of PT. BosowaBerlian Motor, Branch Parepare.

Based on the results of statistical data analysis, according to the calculation result is ttabelwhich ,tcount>ttabel (4,009> 2,035) and significant ≥ 0.05 (0.000 ≥ 0.005), it is proves that there is a significant influence between the punishment variable on the employee performance of PT. BosowaBerlian Motor, Branch Parepare.

Based on the results of statistical data analysis, and the results ftablewhichfcount>ftable((14.578> 2.88) and significant ≤ 0.05 (0.000 ≤ 0.05), it is proves that together or simultaneously there is a significant influence between leadership style, reward. and punishment to the performance of employees of PT. BosowaBerlian Motor, Branch Parepare.

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