

The Influence of Rewards, Punishments and Leadership Styles on Employee Performance at Plaza Auto Prima, West Jakarta

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Abstract

This study aims to examine the influence of reward, punishment, and leadership style on employee performance at PT Plaza Auto Prima in the West Jakarta area. Based on the hypothesis testing results, it was found that, simultaneously, these three variables have a significant impact on employee performance, with a significance value of 0.000, which is smaller than 0.05. Although punishment did not have a significant individual effect, the combination of reward, punishment, and leadership style collectively contributed positively to employee performance. The coefficient of determination (R^2) of 58.8% indicates that other factors, such as job satisfaction and company culture, may also influence employee performance. Reward was found to have a significant positive effect, while punishment did not directly affect performance. Leadership style, particularly supportive and participative leadership, played a crucial role in enhancing employee performance. Based on these findings, it is recommended that the company focus more on well-targeted reward policies and the development of supportive leadership styles, while ensuring that punishment is applied proportionally and fairly. This study provides insights for PT Plaza Auto Prima in designing more effective policies to improve employee performance and create a more productive and innovative work environment.

Keywords: *reward, punishment, leadership style, employee performance, PT Plaza Auto Prima.*

INTRODUCTION

Employee performance in the automotive industry focuses on the development of skills and knowledge related to vehicles, such as motorcycles and cars. The development of the automotive industry in Indonesia, which has a major contribution to the national economy, is strongly influenced by the quality of employee performance that supports innovation and efficiency. According to data from Auto2000 (2024), the automotive industry in Indonesia has developed rapidly, starting from the arrival of the first cars to the establishment of various automotive companies, which certainly require employees with superior performance to support the success of this sector. Amid intense competition, companies are required to optimize employee performance in order to maintain competitiveness. Employee performance is one of the main indicators that determines the success of an organization in achieving its goals. Employee performance can be measured through productivity, work quality, timeliness, and initiative demonstrated in carrying out tasks (Paul & Bomm, 2024; Rivaldo & Nabella, 2023). As companies' need for optimal performance increases, several factors have been identified as key determinants, including reward, punishment, and leadership style. Reward functions as an appreciation given to employees for their performance (Alkandi et al., 2023). Meanwhile, punishment

plays a role in correcting behaviors that are not in accordance with organizational rules (Zulita et al., 2021). In addition, the leadership style applied by a manager or leader also has a significant influence on employees' work motivation and performance (Syah et al., 2020).

One of the automotive companies that has experienced growth in sales is PT Plaza Auto Prima. Established in 2002, PT Plaza Auto Prima now has eight branches in Jakarta, Tangerang, Bogor, and Bandung. The company's vision is based on the founder's goal of creating employment opportunities, with a personal determination to always be the best. This principle then became the foundation of the company's vision to become the best dealer with world-class service. Providing good service to its customers has had a tangible impact on sales, which have increased every year. For example, in 2020 the number of cars sold reached 1,110 units. In 2021, sales increased to 1,523 units, and in 2022 they rose again to 1,826 units. This increase continued in 2023, with sales reaching 2,372 units. Although the sales trend tends to increase, this growth has not yet met the targets expected by the company. The company has implemented several strategies to improve employee performance, including providing rewards and punishments, encouraging supervisors to interact intensively with employees, adjusting leadership styles, and increasing supervision of employees.

To achieve this, one of the methods implemented by Plaza Auto Prima is providing rewards to improve employee performance. One way to enhance employee performance is by giving recognition to those who achieve outstanding results. Several forms of reward implemented by Toyota at Plaza Auto Prima include awards for the best sales employee each month, additional bonuses for each sale of certain vehicle types, and incentives for employees who achieve sales targets during a specific period. Aulia et al. (2022) found that consistent rewards improve employee performance, especially in competitive sectors. Another study by Endang et al. (2023) also states that rewards play a role in maintaining employee morale, both in the form of praise from supervisors and financial compensation. Non-material rewards, such as appreciation and recognition, are more effective in motivating employees and increasing their awareness of organizational responsibilities (Kang et al., 2022). Empirical studies have proven that reward factors have a significant positive impact on employee performance (Aulia et al., 2022). Another factor implemented by Plaza Auto Prima to influence employee performance is punishment. Several forms of punishment applied include verbal warnings as a form of mild punishment for employees who do not attend exhibition events, and severe punishment in the form of dismissal for employees who are absent from the showroom for a month without notification. Research by Mentang (2021) and Purnomo (2021) shows that punishment implemented wisely can have a positive impact on employee performance.

One important element in encouraging improved employee performance is a leadership style that supports and motivates employees. Saputra & B (2024) emphasize that effective leadership styles help improve employee performance. Research conducted by Novia Nafa Wilona & Defrizal Defrizal (2024) also explains that company success depends on the leader's ability to build an effective team and gain the trust of team members to improve organizational performance. On the other hand, transformational leadership styles that are transparent and supportive have also been proven to positively influence employee performance (Marbell, 2024; Triana et al., 2024).

Previous studies by Sari et al. (2022) revealed that reward has a positive impact on employee performance. This finding is consistent with research conducted by Rahmah & Avriyanti (2024), which also concluded that reward has a positive effect on employee performance. However, this result contradicts the findings of Bagis & Pratama (2020), who stated that reward does not have a significant effect on employee performance, although Frimayasa et al. (2021) and Siswanto et al. (2022) found that punishment has a positive effect on employee work performance. In contrast, Hinelo et al. (2023) stated that punishment has no effect. Adriyanti et al. (2023) and Maftukhatul & Firdaus (2024) found that leadership has a positive effect on performance, but this finding contradicts the research of Islami et al. (2024), which states the opposite.

Considering the differences in results from previous studies, this research is interesting to conduct in order to further examine the issue. Using the same variables reward, punishment, leadership, and employee performance, this study differs in terms of the research object, namely the automotive sector. The main objective of this study is to evaluate the effect of reward, punishment, and leadership style on employee performance at Plaza Auto Prima in the West Jakarta region, both individually and simultaneously. It is expected that this research can provide new and relevant perspectives, particularly in understanding the contribution of these factors to improving employee performance in automotive companies.

RESEARCH METHODS

This study relies on primary data, which according to Sugiyono (2021) is data collected directly from its source. The method used is a survey, with data collection carried out through questionnaires distributed online using Google Forms and WhatsApp groups. Data were collected through the distribution of questionnaires using a Likert scale. According to Sugiyono (2021), the Likert scale is used to measure the attitudes, opinions, and perceptions of individuals or groups toward a social phenomenon. The population in this study is a group that has certain qualities and characteristics that are the focus of the research. The population consists of all Toyota Sales employees at PT Plaza Auto Prima in the West Jakarta region, totaling 90 people. The sample in this study consists of 90 people, obtained using a saturated sampling technique. The saturated sampling technique, according to Sugiyono (2021), is a method in which all members of the population are used as samples.

In this study, data were collected using questionnaires, which require measurement instruments to test validity and reliability. The validity test was conducted using the Pearson Product Moment Correlation, where an item is considered valid if the significance value is < 0.05 . Meanwhile, the reliability test used Cronbach's Alpha, which is considered reliable if the Cronbach's Alpha value is > 0.6 (Santoso, 2016). After that, assumption tests were conducted as requirements for a valid multiple linear regression analysis model, namely the normality test, multicollinearity test, and heteroscedasticity test (Sugiyono, 2021b). The data were analyzed using multiple linear regression, with the t-test used to examine the significance of independent variables partially (the hypothesis is accepted if the significance value is < 0.05) and the F-test used to examine the significance of individual variables simultaneously (the hypothesis is accepted if the significance value is < 0.05) (Sugiyono, 2021b). In addition, the coefficient of

determination test (R^2) was used to determine the contribution of independent variables to the dependent variable, in accordance with the explanation by Riduwan et al. (2017).

RESULTS AND DISCUSSION

Table 1. Hypothesis Testing Results

T-Test (Partial)				
Hypothesis	Hypothesis Statement	T-Table	T-Count	Description
H2	Rewards has a Positive Effect on Employee Performance	1.998	5.843	Data Supports the Hypothesis
H3	Punishment has a Positive Effect on Employee Performance	1.998	0,259	Data Does Not Support the Hypothesis
H4	Leadership Style has a Positive Effect on Employee Performance	1.998	2,735	Data Supports the Hypothesis
H5	Punishment has a Dominant Effect on Employee Performance	1.998	0,259	Data Does Not Support the Hypothesis
F Test (Simultaneous)				
H1	Rewards, Punishment, and Leadership Style have a Positive Effect on Employee Performance	1.998	40.522	Data Supports the Hypothesis

The results of the analysis show that collectively, the variables of reward, punishment, and leadership style have a significant effect on employee performance. These findings indicate that the implementation of an appropriate reward and punishment system, along with an effective leadership style, can improve employee performance and productivity in achieving organizational goals. Employees feel that the bonuses provided by the company are effective in increasing their drive, motivation, and work enthusiasm. In addition, severe sanctions such as termination of employment, as well as the presence of leaders who always strive to foster awareness of the importance of compliance with regulations, encourage employees to use their time as efficiently as possible and complete their tasks neatly. Employees in the age range of 31–40 years who have worked for more than 2 to 4 years tend to have sufficient experience to overcome various challenges in the workplace, which positively affects their performance. This experience allows them to be more efficient in completing tasks and more capable of adapting to changes within the organization, thereby increasing their contribution to the achievement of company goals. The results of this study are consistent with the research of Bagis et al. (2020);

Pangandaheng & Sutanto (2021); and Islami et al. (2024), which state that leadership, rewards, and punishments collectively influence employee performance. In other words, the implementation of these three factors in a company will contribute to increased employee productivity.

The next result shows that reward has a positive and significant effect on employee performance. This indicates that reward plays an important role in improving employee performance. Providing appropriate rewards can motivate employees to work better, in line with the principles of Goal Setting Theory. Locke & Latham (2002) emphasize that specific and challenging goals can improve employee performance. In the context of reward, incentives must be linked to the achievement of clear and realistic targets. With continuous feedback, employees become more motivated to achieve these goals. This theory states that setting specific and challenging goals, when combined with appropriate rewards, can increase motivation and work productivity. Respondents who have worked for 2 to 4 years' experience the benefits of the reward system, especially in the form of bonuses provided by the company and the "sales of the month" award for employees who achieve their targets, which can increase their motivation and work enthusiasm. The bonuses provided by the company serve as a form of appreciation for employees. In line with incentive theory, appropriate rewards can increase employee motivation and productivity. However, it should be noted that inappropriate rewards can cause the opposite effect, such as decreased motivation if rewards are perceived as unfair or have little influence on individual achievement (Rahmah & Avriyanti, 2024). Optimal employee performance, particularly among sales employees, plays an important role in achieving company targets; therefore, providing appropriate rewards can serve as additional motivation to improve their productivity and quality of work. According to Herzberg's Two-Factor Theory, factors influencing work motivation are divided into two categories: motivators, which increase job satisfaction such as achievement, recognition, responsibility, and career growth; and hygiene factors, which prevent job dissatisfaction such as working conditions, company policies, relationships with coworkers, and job security. Companies need to balance these two factors in order to create a productive work environment (Herzberg & Howe, 1959). In addition, this study is consistent with the research of Darma & Supriyanto (2017), which shows that a fair and proportional reward system can increase the loyalty and work enthusiasm of sales employees, which ultimately has a positive impact on the achievement of company sales targets. In this study, rewards can be categorized into two types: intrinsic rewards, such as internal appreciation including job satisfaction, recognition, and opportunities for self-development; and extrinsic rewards, such as external appreciation including bonuses, salary increases, or additional facilities. Effective reward provision must consider employee needs and alignment with organizational goals.

The next result shows that punishment does not have a significant effect on employee performance. Although the company implements punishment policies such as termination of employment or warnings, the research results show that this approach is not sufficiently effective in improving employee performance. According to Robbins & Judge (2019), excessive punishment can reduce intrinsic motivation and increase employee stress levels, which can negatively affect the achievement of sales targets. Therefore, a more effective strategy is a combination of rewards and a coaching approach to guide employees toward improved performance. This shows that punishment functions more as a control tool rather than a performance improvement mechanism. As an alternative, companies may consider a coaching or mentoring-based approach to improve

work discipline in the long term. This research is not consistent with the studies of Purnomo (2021), Frimayasa et al. (2021), and Siswanto et al. (2022), which indicate that punishment has a positive effect on employee performance. Punishment is generally perceived as negative; however, if implemented appropriately and wisely, punishment can function as a tool to encourage employees to improve their performance. Examples of punishment in the workplace include written or verbal warnings for minor mistakes, delayed promotion for employees with low performance, and incentive deductions for employees who fail to achieve targets. However, companies must ensure that the punishment given remains fair and constructive, rather than merely punitive without providing solutions for improvement. By optimizing the appropriate combination of reward and punishment, companies can increase productivity and retain high-performing employees.

The next research finding reveals that leadership style influences employee performance. Employees feel that a directive leadership style, which emphasizes clear instructions, strict supervision, and compliance with rules, can play an important role in fostering their awareness of applicable regulations. A study by Gopal & Chowdhury (2014) in Jambak & Anggarini (2024) shows that an approach using directive leadership style can improve work discipline and ensure that sales strategies are implemented in accordance with established standards. This impact is more evident among sales employees aged 31–40 years who have worked for 2–4 years, because they are in a career phase where they already have basic experience but still require clear direction to improve work effectiveness. This research is consistent with the study of Sutrisno (2017), which also revealed that directive leadership can reduce uncertainty in work, help employees work in a more structured manner, and increase compliance with company policies.

The final analysis result states that reward is the most dominant variable influencing employee performance, and this result does not support the hypothesis stating that punishment has a dominant effect on employee performance. This finding indicates that employees tend to be more encouraged to improve their performance when given rewards such as bonuses rather than merely due to the presence of punishment. Therefore, companies should place greater emphasis on effective reward strategies in order to optimally improve employee performance. According to Masae et al. (2023), a fair and transparent reward system contributes to increased motivation and the achievement of sales targets. In contrast, punishment tends to create excessive work pressure and can reduce morale and job satisfaction among sales employees. Thus, a reward-based approach is more effective in encouraging sales employees to improve productivity and achieve optimal results. This research is not consistent with the studies of Bagis et al. (2020) and Islami et al. (2023), which state that punishment has a greater impact than rewards. The sanctions implemented by the company are considered crucial for achieving the best quality of work. This becomes an important basis that punishment is necessary to ensure that employee performance runs effectively and optimally, as it prevents employees from repeating the same mistakes.

CONCLUSION

Based on the results of this study, it can be concluded that reward and leadership style have a significant influence on employee performance, while punishment does not have a significant impact in improving performance. These findings confirm that in the

work environment of PT Plaza Auto Prima, effective reward policies, both in the form of financial and non-financial incentives, play an important role in increasing employee motivation and productivity. In addition, the directive leadership style implemented by management has been proven to create a conducive and productive work atmosphere, which ultimately contributes to better employee performance. On the other hand, although punishment is used to enforce discipline and rules, its impact on improving employee performance is not significant. This indicates that punishment alone is not sufficient to motivate employees to work better. Therefore, the company should focus more on targeted reward policies and leadership development that encourages employee engagement and the development of their potential. Providing rewards that align with employees' needs and expectations can increase their internal motivation, which will ultimately have a positive impact on productivity. In addition, improving leadership quality is also important, such as allowing leaders to place greater trust in employees to complete tasks without excessive supervision. More effective task delegation also needs to be implemented so that employees feel more responsible for their work.

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