

THE EFFECT OF LEADERSHIP STYLE, WORK ENVIRONMENT, WORK DISCIPLINE, REWARDS, AND PUNISHMENT ON EMPLOYEE PERFORMANCE AT FIGROUP JEMBER

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ABSTRACT

This study aims to determine the influence of Leadership Style, Work Environment, Work Discipline, Reward and Punishment on employee performance. The research method used is quantitative. In this study, data was collected with tools in the form of observations, interviews, and questionnaires for 45 respondents with a saturated sample technique, which aimed to find out the respondents' perception of each variable. The analysis used includes data instrument tests (validity test and reliability test), multiple linear regression analysis, classical assumption test (normality test, multicollinearity test, heteroscedasticity test), and hypothesis test (F test, t test, and determination coefficient test). From the analysis using regression, it was obtained that the results of the F test of the variables of leadership style, work environment, work discipline, reward, and punishment had a simultaneous effect on employee performance. Meanwhile, the results of the t-test research in this study showed that the variables of work environment, work discipline, and reward had a positive and significant effect on employee performance, while the variables of leadership style and punishment had no positive and significant effect.

Keywords: Leadershipstyle, Work Environment, Work Discipline, Reward, Punishment

INTRODUCTION

Human resources (HR) is one of the most important factors that cannot be separated from an organization, both institutions and companies. HR is also the key that determines the development of the company. In essence, HR is a human being who is employed in an organization as a driver, thinker and planner to achieve the goals of the organization.

Currently, human resources are one of the centers of attention for companies in the era of globalization with tight competition, this proves that human resources can be seen as a determining factor in efforts to realize company goals. Companies must be able to educate human resources with the aim of creating professional employees, this is what drives employee performance.

Employee performance is a result achieved by employees in a job. Employee performance is based on real work performance as one indicator of the implementation of a clean corporate governance system. Companies need skilled workers and aim to support business performance faster than less skilled workers. According to Purwanto (2014:160), employee performance is also described as the results of work in terms of quality and quantity that can be achieved by an employee in completing tasks according to the responsibilities given.

Leadership Style is a typical leader's behavior pattern when influencing his subordinates, what the leader chooses to do. According to William H. Newman (1968) Leadership is an activity to influence the behavior of others or the art of influencing human behavior both in terms of individuals and groups. The work environment is also a very important factor in employee performance. A good environment will also have a good impact on the surrounding area, especially within the company. According to (Sugandha, 2019) Companies experience many problems such as: environmental conditions, excessive work, supervision systems and work designs so that special handling is needed and does not become a workload for employees in carrying out their duties and responsibilities.

The factor that influences employee performance at FIFGRUP Jember itself is work discipline. Work discipline is a voluntary attitude of employees towards the call of duty and employee responsibility for a job. Employee discipline at FIFGROUP Jember must also be improved as well as possible, especially in terms of work awareness of duties and responsibilities.

Reward is an award in the form of a gift given to employees who have achieved company goals. Menu ru S la m *eto* (2013 : 169) , giving rewards on every employees must d i s e s u j u k k a n with rights and obligations of the people need d i emphasize that *Rewards* No just measured with

material but also in the influence of by ash between human and organizational environment in moment man stimulated with profit economic Reward s. Punishment is a form of unpleasant or undesirable punishment given by a leader or superior for previously planned actions. According to Slameto (2013: 169), punishment must *be given after* accurately and carefully considering every aspect related to the situation.

Based on the description p e r m problem in on , writer wants to conduct research to find out whether employees need a fair system of leadership style, work environment, work discipline, rewards and punishments to influence employee performance and also for the *company 's profit* .

LITERATURE REVIEW

Previous Research

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THEORITICAL REVIEW

Human Resource Management

Human resource management is the science and art of managing the relationships and functions of the workforce, so that they function well and efficiently and can support the achievement of the goals of the business world, the world of work, and all of society.

Leadership Style

Leadership style according to Rivai (2010:42) is a general pattern of behavior of a leader, which is visible or hidden in the eyes of his subordinates. A person's behavior is influenced by a set of beliefs, abilities, characteristics, and consistent attitudes, which are called his leadership style. Leaders have many tasks, according to Sutrisno (2013:250), but the four most important indicators are as follows:

- As a Counselor
- As an Instructor
- Leading a meeting
- Make decisions

Work environment

Afandi (2018:65) defines the work environment as everything that is around an employee and has the potential to influence how well he completes the tasks given to him. There are four indicators of the work environment according to Afandi (2018:71), namely:

- Lighting
- Voice
- Air temperature
- Color
- Cleanliness
- Security
- Co-worker relationships
- Employee relationship with superiors

Work Discipline

According to Afandi (2018), work discipline is a rule or regulation made by an organization, and which has been approved by the board of commissioners or capital owners, agreed upon by all employees and known by the Employee Service. Indicators of work discipline adapted from Bejo Siswanto (2005) in Sinambela (2016:356) and Hasibuan (2009:195) include:

- Compliance with work regulations
- Compliance with work standards
- Leadership role model
- Justice
- Sanctions and penalties

REWARD

According to Ngalim Purwanto (2009:182) explains that *Reward* is also a tool to educate children so that children can feel happy because their actions or work are appreciated. According to Mahmudi (2013:187) in the theoretical presentation above, there are several factors that can be used to calculate salary:

- Salary and bonus
- Welfare
- Career Development
- Offers social and psychological benefits

PUNISHMENT

Suparmi (2019) *Punishment* is a threat with the aim of employees who often violate, maintain applicable regulations and provide lessons to violators. According to Siagian (2013:23), there are several indicators of sanctions, namely:

- Reducing errors
- Punishment is made with a purpose
- The punishment is given clearly
- If guilty, they will be immediately punished

EMPLOYEE PERFORMANCE

According to Milkovich and Wigdor (1991), employee performance is "an individual's ability to produce the desired output through a combination of knowledge, skills, and effort given to the job." The indicators according to (Suparmi et al., 2019):

- Quality of work
- Quantity of work
- Punctuality
- Responsibility

CONCEPTUAL FRAMEWORK

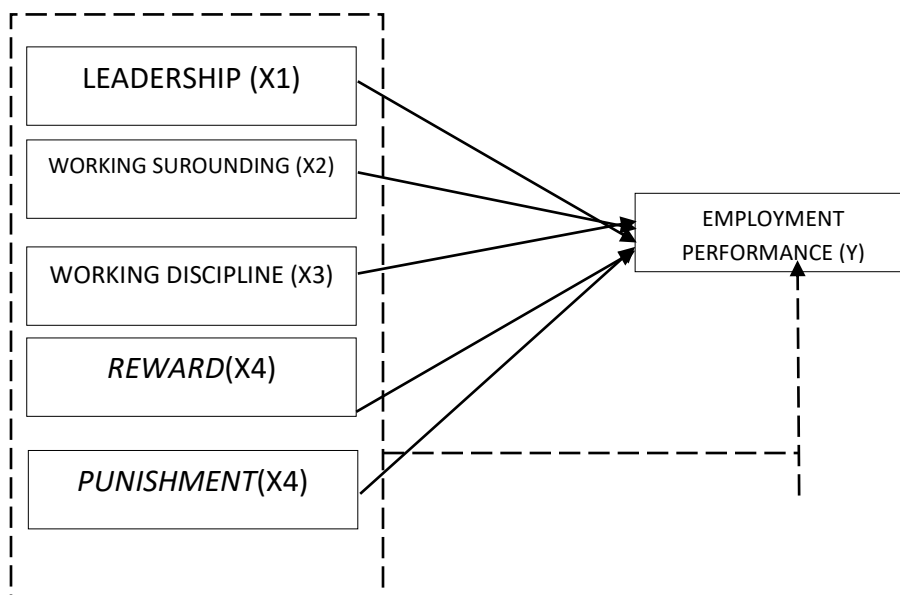


Figure 1. Conceptual Framework

Information :

- > : Partially affected
 - - - - -> : Effect simultaneously

H1: It is suspected that leadership (X1) has a partial influence on employee performance (Y)

H2: It is suspected that the work environment (X2) has a partial influence on employee performance (Y)

H3: It is suspected that work discipline (X3) has a partial influence on employee performance.

H4: It is suspected that *rewards* (X4) have a partial effect on employee performance (Y)

H5: It is suspected that *punishment* (X5) has a partial effect on employee performance (Y)

H6: It is suspected that Leadership Style (X1), Work Environment (X2), Work Discipline (X3), *Rewards* (X4), and *Punishment* (X5) have a significant influence on Employee Performance (Y).

RESEARCH METHODS

Population

The population used in this study were employees at FIFGROUP Jember.

Sample

This study uses saturated sampling, which is a sampling method in which all members of the population are taken as samples. From the explanation above, the number of employees who will be sampled in this study is 45 people.

Data types

In this study using quantitative research type. Used to research a particular population or sample.

Data source

- Primary Data
- Secondary Data

Identification of Research Variables

In this study, 5 independent variables were used, namely: Leadership Style (X1), Work Environment (X2), Work Discipline (X3), *Reward* (X4) and *Punishment* (X5). The dependent variable in this study is Employee Performance which is given the notation (Y).

Method of collecting data

Data collection methods in this study are Observation, Questionnaire, Literature Study.

RESEARCH RESULT ANALYSIS

Data Instruments

Validity Test

Validity test is conducted on statements that form research variables, namely Leadership Style (X1), Work Environment (X2), Work Discipline (X3), *Reward* (X4) and *Punishment* (X5). To measure validity, person correlation is used. If the person correlation between each statement and the total score produces a correlation value. If $R_{count} < R_{table}$ then the statement item is declared invalid and vice versa if $R_{count} > R_{table}$, then the statement item is declared valid. The following are the results of the validity test of each statement item on the research variables and dimensions.

Table 1. Results of Validity Test Analysis

Variables	Item	r table	r count	Sig	Caption
Leadership Style (X1)	X1.1	0.294	0.899	0,000	Valid
	X1.2	0.294	0.923	0,000	Valid
	X1.3	0.294	0.869	0,000	Valid
	X1.4	0.294	0.897	0,000	Valid
	X2.1	0.294	0.712	0,000	Valid

Work environment (X2)	X2.2	0.294	0.811	0,000	Valid
	X2.3	0.294	0.725	0,000	Valid
	X2.4	0.294	0.609	0,000	Valid
	X2.5	0.294	0.760	0,000	Valid
	X2.6	0.294	0.533	0,000	Valid
	X2.7	0.294	0.640	0,000	Valid
	X2.8	0.294	0.691	0,000	Valid
Work Discipline (X3)	X3.1	0.294	0.756	0,000	Valid
	X3.2	0.294	0.643	0,000	Valid
	X3.3	0.294	0.658	0,000	Valid
	X3.4	0.294	0.854	0,000	Valid
	X3.5	0.294	0.658	0,000	Valid
REWARD (X4)	X4.1	0.294	0.722	0,000	Valid
	X4.2	0.294	0.745	0,000	Valid
	X4.3	0.294	0.380	0,000	Valid
	X4.4	0.294	0.667	0,000	Valid
	X4.5	0.294	0.717	0,000	Valid
	X4.6	0.294	0.764	0,000	Valid
	X4.7	0.294	0.844	0,000	Valid
	X4.8	0.294	0.814	0,000	Valid
PUNISHMENT (X5)	X5.1	0.294	0.847	0,000	Valid
	X5.2	0.294	0.833	0,000	Valid
	X5.3	0.294	0.809	0,000	Valid
	X5.4	0.294	0.769	0,000	Valid
Employee performance (Y)	Y1	0.294	0.924	0,000	Valid
	Y2	0.294	0.841	0,000	Valid
	Y3	0.294	0.919	0,000	Valid
	Y4	0.294	0.959	0,000	Valid

Source: Primary data processed 2024

Based on table 1, it can be seen that the validity test shows that all statements related to the variables of Leadership Style (X1), Work Environment (X2), Work Discipline (X3), Reward (X4), Punishment (X5) and Employee Performance (Y) obtained a calculated r greater than the table r and a significant value of less than 0.05, so it can be interpreted that all statements used in this research questionnaire have valid data.

Reliability Test

Reliability testing aims to evaluate the consistency of the measurement instrument, whether the measuring instrument used is reliable and provides consistent results if the measurement is carried out repeatedly. If the *Cronbach Alpha value* is > 0.60 , then the statements used to measure the variable are reliable.

Table 2. Results of Reliability Test Analysis

Variables	Cronbach Alpha	Reliability Standards	Information
Leadership Style (X1)	0.917	0.60	Reliable
Work Environment (X2)	0.836	0.60	Reliable
Work Discipline (X3)	0.729	0.60	Reliable
Reward (X4)	0.851	0.60	Reliable
Punishment (X5)	0.831	0.60	Reliable
Employee Performance (Y)	0.929	0.60	Reliable

Source: Primary Data processed 2024

Based on table 2, the results of the reliability test show that all variables have sufficient Alpha coefficients and meet the criteria to be said to be reliable, namely > 0.060 .

Classical Assumption Test

Normality Test

The Normality Test aims to test whether in path analysis, endogenous variables, exogenous variables, or both have normal or near-normal data distribution, one method used is the *Kolmogorov-Smirnov test*, where data distribution can be observed by comparing the *Asymp*. Sig values with a significance level of 0.05.

Table 3. Results of Normality Test Analysis

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		45
Normal Parameters a,b	Mean	,0000000
	Std. Deviation	1.44383112
Most Extreme Differences	Absolute	,129
	Positive	,104
	Negative	-,129
Test Statistics		,129
Asymp. Sig. (2-tailed)		,057 ^c
a. Test distribution is Normal.		
b. Calculated from data.		

Source: SPSS 25 Output Data processed, 2024

Based on table 3, the normality test shows that the *asympt sig value* is 0.057, which is more than 0.05, meaning that in this study it is normally distributed.

Multicollinearity Test

Multicollinearity test is to determine whether there is a correlation between independent variables or independent variables in the regression model. Therefore, a tolerance value of 0.10 or

equal to a VIF value of more than 10 indicates high collinearity, and a low tolerance value indicates a high VIF value.

Table 4. Results of Multicollinearity Test Analysis

Variables	Calculation		Information
	Tolerance	VIF	
Leadership Style	0.390	2,564	There is no multicollinearity
Work environment	0.343	2,913	There is no multicollinearity
Work Discipline	0.545	1,834	There is no multicollinearity
<i>Rewards</i>	0.540	1,853	There is no multicollinearity
<i>Punishment</i>	0.431	2,320	There is no multicollinearity

Source: SPSS 25 Output Data processed, 2024

Based on the results of table 4 above, it shows that all tolerance value variables ≥ 0.1 and VIP values ≤ 10 , so it can be said that all independent variables in this study do not experience multicollinearity.

Heteroscedasticity Test

This test is to test whether there is a regression model of inequality of variation from the residual value of one observation to another. The regression of the absolute residual value on the independent variable is proposed with the gleser test, a significant level of <0.05 then heteroscedasticity occurs and if the significant level > 0.05 then heteroscedasticity does not occur.

Table 5. Results of Heteroscedasticity Test Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,651	1,472		-,442	,661
	Work environment	,089	,058	,380	1,537	,132
	Work Discipline	-,093	,063	-,297	-1,473	,149
	Rewards	,017	,050	,067	,340	,736
	Punishment	,096	,103	,212	,937	,355
	Leadership Style	-,095	,086	-,243	-1,103	,277

a. Dependent Variable: ABS_RES

Source: SPSS 25 Output Data processed, 2024

Based on table 5 above, the results of this test show that there is no heteroscedasticity with a significant value greater than 0.05. Where the four independent variables are greater than 0.05.

Multiple Linear Regression Test Analysis

This test was conducted using a mathematical regression analysis model mathematically with the help of SPSS 25, with the following results:

Table 6. Results of Multiple Linear Regression Test Analysis

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,260	2,685		-,097	,923
	Leadership Style	-,296	,156	-,301	-1,891	,066
	Work environment	,222	,106	,377	2,103	,042
	Work Discipline	,232	,115	,296	2,026	,050
	Rewards	,249	,091	,394	2,745	,009
	Punishment	,061	,188	,054	,326	,746

a. Dependent Variable: Employee Performance

Source: SPSS 25 Output Data processed, 2024

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_2 X_3 + \beta_2 X_4 + \beta_2 X_5 + e$$

$$Y = -0.260 - 0.296X_1 + 0.222X_2 + 0.232X_3 + 0.249X_4 + 0.061X_5$$

1. The constant of -0.260 from the equation above obtained a negative constant value, meaning that Leadership Style, Work Environment, Work Discipline, *Reward*, and *Punishment* do not exist or are equal to 0, so FIF GROUP Jember employees have poor performance.
2. X1 (Leadership Style) regression coefficient is -0.296, has a negative influence on Y (Employee Performance). This means that every decrease in the Leadership Style variable has no effect on Employee Performance.
3. X2 (Work Environment) regression coefficient is 0.222, has a positive influence on Y (Employee Performance). This means that if the Work Environment improves with the assumption that other variables are constant, then it can improve employee performance.
4. X3 (Work Discipline) regression coefficient of 0.232 has a positive influence on Y (Employee Performance). This means that if Work Discipline improves with the assumption that other variables are constant, then it can improve employee performance.
5. X4 (*Reward*) regression coefficient of 0.249 has a positive influence on Y (Employee performance). This means that if *the Reward* is better with the assumption that other variables are constant, then it can improve employee performance.
6. X5 (*Punishment*) regression coefficient of 0.249 has a positive influence on Y (Employee performance). This means that if *Punishment* is better with the assumption that other variables are constant, then it can improve employee performance.

Coefficient of Determination

The variation of the dependent variable can be explained by the independent variable indicated by a number called the coefficient of determination. The interval between 0 and 1, or the value of the coefficient of determination, lies between zero and 1. A low R² number indicates very limited or small variation of the dependent variable that can be explained by the independent variable.

Table 7. Results of Determination Coefficient Test Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,738 ^a	,545	,486	1,50618

Source: SPSS 25 Output Data processed, 2024

Based on the results obtained from table 7 above, the Adjusted R Square value is 0.486 or 48.6%, which means that the contribution of the independent variables, namely Leadership Style (X1), Work Environment (X2), Work Discipline (X3), *Reward* (X4), and *Punishment* (X5) to the dependent variable, namely Employee Performance (Y), is 48.6%, while the remaining 51.0% is contributed by other variables not included in this study.

Hypothesis Testing

This test is to test the hypothesis that is proposed. The hypothesis that is proposed in This research is related to the variables of Leadership Style, Work Environment, Work Discipline, *Rewards*, and *Punishment* on employee performance.

Partial Test Results (t-Test)

According to Ghozali (2018:98) the t-test aims to test the independent variables that influence the dependent variables individually. This test is carried out using the t-test, namely comparing the t-count with the t-table.

Table 8. Results of Hypothesis Test Analysis (t-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,260	2,685		-,097	,923
	Leadership Style	-,296	,156	-,301	-1,891	,066
	Work environment	,222	,106	,377	2,103	,042
	Work Discipline	,232	,115	,296	2,026	,050
	Rewards	,249	,091	,394	2,745	,009
	Punishment	,061	,188	,054	,326	,746

a. Dependent Variable: Employee Performance

Source: SPSS 25 Output Data processed, 2024

The partial test results (t-test) show that the variables Leadership Style (X1), and Punishment (X5), have a significance value of more than 0.05 and t-count < t-table, so it can be concluded that there is no influence on FIFGROUP Jember Employee Performance (Y). For the variables Work Environment (X2), Work Discipline (X3) and *Reward* (X4) have a significance value of less than 0.05 and the t-count value > t-table, so it can be concluded that there is an influence on Employee Performance at FIFGROUP Jember (Y).

Simultaneous Test Results (F Test)

The F test can be seen using two methods or references to conduct a hypothesis test in the F test by comparing the significance value (Sig.) and the probability value of the Anova output results by comparing the calculated F value with the F table value.

Table 9. Results of Simultaneous Hypothesis Test Analysis (F Test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	105,836	5	21,167	9,331	,000 ^b
	Residual	88,475	39	2,269		
	Total	194,311	44			

Source: SPSS 25 Output Data processed, 2024

The results of table 9 can be concluded that the simultaneous model testing above obtained an F_{count} of 9.331. This value is greater than the $F_{\text{table}} = 2.46$. So it can be concluded that H_0 is rejected and H_1 is accepted. This means that the variables of Leadership Style (X1), Work Environment (X2), Work Discipline (X3), Reward (X4), and Punishment (X5) simultaneously have a significant influence on the Employee Performance variable at FIFGROUP Jember.

DISCUSSION

Interpretation of research data is a form of activity to combine the results of an analysis with various questions from the criteria or in other words to give meaning and significance to the analysis that has been done. The interpretation of this study is as follows:

1. The Influence of Leadership Style (X1) on Employee Performance (Y)

Based on the results of hypothesis testing and regression coefficients of *Leadership Style (X1)* at FIFGROUP Jember, it shows that there is no positive and insignificant influence on *employee performance (Y)*. Several things that underlie the research conducted provide different results from previous researchers, including because employees in the FIFGROUP Jember environment are based on questionnaires that have been processed.

The results of this study contradict the theory used, this is in line with the research of Ridwan Muhammad, (2020) This implies that there is no beneficial and significant influence on employee performance. At the Branch Office in Sungai Penuh City, and the results of research by Fitri Nuri, et al. (2023) which states that there is no positive and significant influence on *employee performance* at Bank Syariah Indonesia Palembang.

2. The Influence of Work Environment (X2) on Employee Performance (Y)

Based on the results of the Work Environment hypothesis test (X2) at FIFGROUP Jember, it shows that there is a positive and significant influence on *employee performance (Y)*. This means that the regression coefficient for *the Work Environment* partially has a positive and significant influence on *Employee Performance*. The Work Environment variable is measured by lighting, air circulation, decoration and cleanliness.

This result is also supported by the respondents' answers who stated that they agreed

that the Work Environment has an effect on FIFGROUP Jember Employee Performance. In addition, it is because the company also provides the best facilities for its employees to make employees comfortable in working such as wifi, AC, toilets, special employee rest areas.

3. The Influence of Work Discipline (X3) on Employee Performance (Y)

Based on the results of the Work Discipline hypothesis test (*X3*) at FIFGROUP Jember, it shows that there is a positive and significant influence on *employee performance (Y)*. This means that the regression coefficient for *Work Discipline* partially has a positive and significant influence on *Employee Performance*. This means that work discipline includes coming in and going home on time, doing work tasks on time, doing work according to the SOP that has been exemplified by the leader, receiving the same *rewards* and *punishments* as other employees receive.

These results are in accordance with the theory used and also in accordance with the results of previous research by Souisa Johanis (2023) which stated that work discipline has a positive and significant effect on employee performance. Likewise, the results of research by Kusumayanti Kepi (2020) which supports the assumption that work discipline has an effect on employee performance and shows that work discipline has a positive and significant effect on employee performance.

4. The Influence of Rewards (X4) on Employee Performance (Y)

Based on the results of the Reward hypothesis test (*X4*) at FIFGROUP Jember, it shows that there is a positive and significant influence on *employee performance (Y)*. This means that the regression coefficient for *Reward* partially has a positive and significant influence on *Employee Performance*. This means that *rewards* include salary and bonuses, welfare, career development, psychological and social awards.

These results are in accordance with the theory used and also in accordance with the results of previous research by Hermasicha Triselle (2021) which stated that the results of the study showed that *rewards* had a partial positive and significant effect on employee performance at the Riau Settlement Infrastructure Center, Pekanbaru City, and by Prasetyo Edi (2019) which stated that the results of the study showed that *rewards* had a positive and significant effect on employee performance at CV Karya Bersama Surabaya.

5. The Effect of Punishment (X5) on Employee Performance (Y)

Based on the results of hypothesis testing and the *Punishment regression coefficient (X5)* at FIFGROUP Jember, it shows that there is no positive and insignificant influence on *employee performance (Y)*. This means that the implementation of *punishment* given by FIFGROUP Jember has not been able to provide a significant influence on employee performance.

Thus, the results of this analysis are in line with previous research by Wahyu Cindy, (2021) which stated that *punishment* does not have a positive and significant effect on employee performance. Several things that underlie the research conducted provide different results from previous researchers, including because employees in the FIFGROUP Jember environment based

on the questionnaire that has been processed, feel that there are employees who have not tried to minimize the mistakes that occur and also the company does not always give *punishment* to employees who make mistakes.

6. The Influence of Leadership Style, Work Environment, Work Discipline, Rewards, and Punishment Simultaneously on Employee Performance

Based on the results of the tests that have been carried out, it means that the hypothesis stating that Leadership Style, Work Environment, Work Discipline, *Rewards*, and *Punishment* have a positive and significant simultaneous effect on employee performance is accepted.

CONCLUSION

1. Leadership style does not have a partial effect on employee performance.
2. The work environment has a partial influence on employee performance.
3. Work discipline has a partial effect on employee performance.
4. *Rewards* have a partial effect on employee performance.
5. *Punishment* does not have a partial effect on employee performance.
6. Leadership Style, Work Environment, Work Discipline, *Rewards*, and *Punishment* have a simultaneous influence on employee performance.

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