INFLUENCE OF LEADERSHIP, REWARD AND PUNISHMENT ON MILLENNIAL EMPLOYEE PERFORMANCE

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Abstract

This study aims to analyze (1) the influence of leadership on the performance of millennial employees, (2) the effect of rewards on the performance of millennial employees, (3) the effect of punishment on the performance of millennial employees and (4) the influence of leadership, reward and punishment on the performance of millennial employees. The study was conducted at the BRI Ambon Branch Office for 2 (two) months, from March to April 2022. The population used in this study were all 54 millennial employees of the BRI Ambon Branch Office. Due to the relatively small number of samples (less than 100 people) and easily accessible by researchers, a saturated sample was determined. The results of the study conclude that (1) leadership has no significant effect on the performance of millennial employees, (2) rewards have no significant effect on the performance of millennial employees, (3) punishment has a positive and significant effect on the performance of millennial employees and (4) Leadership, reward and punishment have an effect on positive and significant impact on the performance of millennial employees of the BRI Ambon Branch Office.

Kata kunci: leadership; reward; punishmen; performance

Abstrak

Penelitian ini bertujuan untuk menganalisis (1) pengaruh kepemimpinan terhadap kinerja pegawai milenial, (2) pengaruh reward terhadap kinerja pegawai milenial, (3) pengaruh punishment terhadap kinerja pegawai milenial dan (4) pengaruh leadership, reward and punishment terhadap kinerja karyawan milenial. Penelitian dilakukan di BRI Kantor Cabang Ambon selama 2 (dua) bulan yaitu dari bulan Maret sampai dengan April 2022. Populasi yang digunakan dalam penelitian ini adalah seluruh 54 pegawai milenial BRI Kantor Cabang Ambon. Karena jumlah sampel yang relatif sedikit (kurang dari 100 orang) dan mudah

dijangkau oleh peneliti, maka ditentukan sampel jenuh. Hasil penelitian menyimpulkan bahwa (1) kepemimpinan berpengaruh tidak signifikan terhadap kinerja karyawan milenial, (2) penghargaan tidak berpengaruh signifikan terhadap kinerja karyawan milenial, (3) hukuman berpengaruh positif dan signifikan terhadap kinerja. karyawan milenial dan (4) Leadership, reward and punishment berpengaruh positif dan signifikan terhadap kinerja pegawai milenial BRI Kantor Cabang Ambon.

Kata kunci: kepemimpinan; Penghargaan; hukuman; pertunjukan

BACKGROUND

Human Resources are still in the spotlight for a company to survive in the era of globalization. Basically human resources are resources that are different from other resources in the company such as natural resources and capital resources. Human resources have a major role in every company activity. Although supported by adequate facilities and infrastructure, without the support of reliable human resources, the company's activities will not be completed properly. The demands of companies to acquire, develop and maintain human resources are increasingly pressing in accordance with the dynamics of the ever-changing environment.

The importance of the role of human resources is reflected in the company's need to make human resource management strategies parallel to the importance of strategies in other fields. Low levels of employee performance can have negative impacts on companies such as lazy work, lack of work performance, and employee discipline. This is not solely caused by the employee himself, but it is necessary to pay attention to factors such as how the employee's working conditions meet the demands of the company's work, the regulations set by the company, so that such conditions are created. To create employee performance with high quality, it can also be influenced by the company's actions in fulfilling the factors of employee needs and desires.

Performance is seen as a result that is qualitative and quantitative. The success or failure of the performance that has been achieved by the organization is influenced by the level of performance of employees individually or in groups, where performance is measured by instruments developed in studies that depend on general performance measures, then translated into a basic behavioral assessment which can include various things, namely: quantity work, quality of work, opinions or statements conveyed, decisions taken in doing work and job descriptions.

PT. Bank Rakyat Indonesia (Persero) Tbk is the first state-owned bank operating in Indonesia. In its development, BRI has undergone several name and status changes which are closely related to the history of the struggle of the Indonesian people. The changes made by BRI certainly have an important meaning for the development and growth of BRI. This is in line with BRI's goals and

objectives as stated in BRI's vision and mission in serving customers. Currently, the BRI Ambon Branch Office (KC) has 90 employees and 54 of them are millennial employees. With a total of 71.05% of millennial employees, KC BRI Ambon faces various challenges in improving performance, as it is known that the millennial generation is a group of individuals whose birth ranges were from 1980 to 2000 and are referred to as generation Y and are currently 21 years old. up to 41 years (Sabani, 2018). The grouping of generations according to Setiawan & Puspitasari (2018) is divided into six, namely the Second World War generation (1901-1924), the silent generation (1925-1945), the baby boomer generation (1946-1964), generation X (1965-1980), generation millennials or generation Y (1981-2003) and generation Z (2003-present). Meanwhile, Mustomi & Reptiningsih (2020) explained that millennials are characteristically identified as technical experts in the use of technology, tend to use online tools extensively, work for companies that develop innovative or creative thinking so that they contribute positively to the organization and have strong self-confidence both inside and outside the workplace. . The characteristics possessed by the millennial generation make companies must be able to provide comfort in working, to make employees who can collaborate, so that they can contribute well to the company.

Based on the Performance Report of PT. Bank Rakyat Indonesia (Persero) Tbk In 2021, it is known that the BRI Ambon Branch Office (KC) is in the middle rating (middle range). This provides an overview of the achievements of the BRI Ambon Branch Office (KC) in its operations, both in terms of finance, marketing, collecting and distributing funds and human resources. In the HR aspect, millennial employees, which account for 71.05% of the total employees, are the spearhead which is expected to bring the BRI Ambon Branch Office (KC) to a high class position (upper range) to improve all banking performance indicators in the future.

The study of employee performance still gets very important attention for HR experts and practitioners. Various determinants have been studied in relation to efforts to improve performance. Various dimensions have been investigated, both organizationally and individually and from various perspectives and yielded mixed results. Leadership is one of the variables that get attention in relation to performance, as research has been done by (Hasni, Noviantoro, & Septianti, 2020), (Gede & Priartini, 2018) and (Purwanto et al., 2020). Similarly, the application of reward and punishment as reviewed by(Pramesti, Sambul, & Rumawas, 2019), (Astuti, Sjahruddin, & Purnomo, 2018), (Ruslan, Jonathan, & Lau, 2017) dan (Putri Kentjana & Nainggolan, 2018).

Companies are expected to be able to maintain quality employees and keep them motivated, one of which is by establishing a certain system or strategy to provide a balance between the expected contribution and what has been given in the form of certain rewards or awards. In a management control system, this relates to

results control. Results control involves rewarding employees for satisfactory results. The provision of rewards and punishments is an example of outcome control because it involves rewarding employees for satisfactory results.

Through rewards and punishments, it is hoped that employees will become more qualified and responsible for the tasks assigned. Reward and punishment are two contradictory words, however, the two things are interrelated, both motivate employees to improve the quality of performance. Therefore, the reward and punishment system in the management control system is important to increase employee motivation to achieve the best performance. With good results control, companies do not need to dictate to employees what to do or decide, because this result control affects actions or decisions that make employees pay more attention to the consequences of the actions or decisions they make. Mistakes in implementing this system will result in demotivation and lack of job satisfaction among employees and if this happens it can cause low performance for both employees and the company.

Well-designed rewards and punishments have a great opportunity to increase motivation so as to improve employee performance as well. Rewards are all forms of return, both financial and non-financial, received by employees because of services donated to the company (Dymastara & Onsardi, 2020). Menurut Isnainy & Nugraha (2019), rewards are divided into two types, namely extrinsic rewards and intrinsic rewards. Extrinsic rewards are rewards that come from outside the person. Extrinsic rewards consist of financial rewards, namely salaries, allowances, bonuses/incentives and non-financial rewards, namely interpersonal awards and promotions. Intrinsic rewards are self-regulated rewards consisting of completion, achievement, and autonomy.

Punishment is a way to direct a behavior to conform to generally accepted behavior. Punishment is defined as the act of presenting unpleasant or unwanted consequences as a result of carrying out certain behaviors (Ramadanita, Nugroho, & Suyaman, 2021). he results showed that reward had an insignificant effect on employee performance, while punishment had a significant effect on employee performance(Putri Kentjana & Nainggolan, 2018).

METHODE

This study uses a descriptive-quantitative approach with causal correlational type, meaning that the relationship between the independent variable and the dependent variable is a cause-and-effect relationship. The study was conducted at the BRI Ambon Branch Office for 2 (two) months, from March to April 2022. The population used in this study were all millennial employees of the BRI Ambon Branch Office as many as 54 people.

Due to the relatively small number of samples (less than 100 people) and easily accessible by researchers, a saturated sample was determined. Data analysis techniques in this study, using descriptive analysis and multiple linear regression analysis.

RESULT AND DISCUSSION
Result

The influence of the independent variables of leadership, reward and punishment on the dependent variable, namely the performance of millennial employees of the BRI Ambon Branch Office (Y) is known through multiple linear regression calculations. Based on the results of data processing using the SPSS 23.00 program, the following table is obtained:

Table 1.
Multiple Linear Regression Analysis Results

Variable	Coef. Regr.	t.count	t table df=50	Probability	r^2 Partial
Leadership (X_1)	0,012	0,382	2,011	0,704	0,054
Reward (X_2)	0,031	1,422	2,011	0,161	0,197
Punishment (X_3)	0,790	18,201	2,011	0,000	0,932
Konstanta : 0,219			F. Ratio	: 227,752	
R square : 0,932			Prob.	: 0,000	
Multiple R : 0,928			n	: 54	

Based on the table above, it can be arranged a mathematical equation model as follows: $Y = b0 + b_1X_1 + b_2X_2 + b_3X_3 + e$

$$Y = 0,219 + 0,012\ X_1 + 0,031\ X_2 + 0,790\ X_3 + 0,950$$

Where:
Y = Employee Performance
X1 = Leadership
X2 = Reward
X3 = Punishment
b1, b2, b3, = Coefficient of influence
e = Prediction Error

The explanation of the mathematical model above is:

(1)   1. The value of b0 shows the performance forecast for millennial employees at the BRI Ambon Branch of 0.210 which is not influenced by the leadership, reward and punishment variables.

(2)   2. The value of b1 shows that the leadership variable (X1) is positive, this means that if the leadership's ability to influence employees towards achieving a goal will increase, the performance of millennial employees will increase. Furthermore, the magnitude of the regression coefficient of 0.012 means that every increase in one unit of the leadership variable will result in an increase of 0.012 units of employee performance, if the other variables are constant.

(3)   3. The value of b2 shows that the reward variable (X2) is positive, this means that if the reward increases, it will result in an increase in the performance of millennial employees. Furthermore, the magnitude of the regression coefficient of 0.031 means that every increase in one unit of the reward variable will result in an increase of 0.031 units of employee performance, if the other variables are constant.

(4)   4. The value of b3 shows the punishment variable (X3) is positive, this means that if there is an increase in the threat of punishment, it will result in an increase in employee performance. Furthermore, the magnitude of the regression coefficient of 0.790 means that every increase in one unit of the punishment variable will result in an increase of 0.790 units of millennial employee performance, if the other variables are constant.

First, Second, Third Hypothesis Testing

The first hypothesis states that the leadership variables (X1), reward (X2) and punishment (X3) have a significant effect on the related variable, namely the performance of millennial employees (Y) partially. The test is carried out by confirming the t-count value with the t-table value in degrees of freedom (df=50).

(1)   The calculated t value for the leadership variable is $0.382 < t$ table value (df = 50) of 2.011, so it can be concluded that Ho is accepted, Ha is rejected, which means that leadership does not partially affect the performance of millennial employees. (Hypothesis 1 is rejected)

(2)   The calculated t value for the reward variable is 1.422 382 < the t table value (df = 50) is 2.011, so it can be concluded that Ho is accepted, Ha is accepted, which means that the reward does not partially affect the performance of millennial employees. (Hypothesis 2 is rejected)

(3)   The calculated t value for the punishment variable is 18.201 > the t table value (df = 50) is 2.011, so it can be concluded that Ho is rejected, Ha is accepted, which means that punishment has a partial effect on the performance of millennial employees. (Hypothesis 3 accepted)

Fourth Hypothesis Testing

The fourth hypothesis states that the leadership variables (X1), reward (X2) and punishment (X3) have a significant effect on the related variables, namely the performance of millennial employees (Y) simultaneously. The test is carried out by confirming the calculated F value with the table F value in df (3)(50). The table above shows the calculated F value of 227.752 > F table on df (3)(50) of 8.57 ; so it is concluded that Ho is rejected and Ha is accepted, which means that the leadership variable competence (X1), reward (X2) and punishment (X3) have a significant effect on the related variable, namely the performance of millennial employees (Y) simultaneously. The influence of these three variables is 0.932 or 93.2% of millennial employee performance variables are influenced by leadership ability (X1), reward (X2) and punishment (X3) and the remaining 6.8% (100%-93.2%) is influenced by by other variables not included in the research model.

Table 1 shows the results of multiple linear regression analysis, which shows that the largest regression coefficient value is the punishment variable, as well as the t-count value and the partial r2 value, which shows that the biggest influence comes from the punishment variable with a large effect of 79.1%, because it has the largest correlation coefficient between the other two variables. The regression coefficient shows the influence of each independent variable (X1, X2, X3) on the dependent variable (Y) if the size of the other independent variables in the model remains.

Discussion

1. The Effect of Leadership on Employee Performance

The leadership variable (X1) is positive, this means that if the leadership's ability to influence employees towards achieving a goal increases, it will result in an increase in the performance of millennial employees. Furthermore, the magnitude of the regression coefficient of 0.012 means that every increase in one unit of the leadership variable will only result in an increase of 0.012 units of millennial employee performance, if the other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). From the results of data processing shows that the partial coefficient (r) for the leadership variable is 0.054. This means that: the leadership variable

can explain each variation of changes in employee performance of 0.054 with the assumption that the other variables are constant, meaning that it shows that leadership has a low correlation with employee performance of 5.4% with the assumption that other variables do not change.

Testing the regression coefficients of the variables, then the leadership variable (X1) is significant or not significant, testing the significance of the t price. The test was carried out with a two-way test, using a significance level of 5%. The test results obtained tcount for the leadership variable is smaller than the value of t table. The values mentioned above can be explained that partially (alone), the leadership variable has no significant effect on employee performance because the t value < t table value. The t-count value of the independent variable is in the area of acceptance of Ho, this means that the regression coefficient of the leadership variable is equal to 0, in other words the coefficient of the variable is not significant.

The results of this study are different from Arianty (2015), which concludes that leadership is one of the factors that shape and help others to work and enthusiastically achieve the planned goals in relation to the success of the organization in realizing goals largely determined by leadership and high employee performance in implementing his duties. Seeing the importance of leadership on performance, it is necessary for leaders who can actually carry out their functions properly so that all parties in an organization / organization can carry out their duties properly.

The leadership variable that has no significant effect on employee performance indicates that leadership is not a key factor for improving the performance of millennial employees at the BRI Ambon Branch Office. Empirically, the achievement of an employee is not determined solely by the leadership's ability to influence employees in achieving common goals. Employees who have a positive view of leadership do not always provide high work results, and vice versa. This empirical fact actually provides evidence that even though the leader has a clear vision and mission and is able to carry out leadership functions well, the performance of millennial employees may be low, because there are other supporting factors such as morale and loyalty or high self-awareness in carrying out their duties. fulfill the main tasks and functions.

2. The Effect of Rewards on Employee Performance

The reward variable (X2) is positive, this means that if the reward increases it will result in an increase in employee performance. Furthermore, the magnitude of the regression coefficient of 0.031 means that every increase in one unit of the reward variable will result in an increase of 0.031 units of employee performance, if the other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). From the results of data processing shows that the partial coefficient (r) for the reward variable is 0.197. This means that the reward variable can explain each variation of changes in employee performance of 0.197 with the assumption that the other variables are constant, meaning that it shows that the reward has a correlation with employee performance of 19.7% with the assumption that other variables do not change.

Testing the regression coefficients of the variables, then the reward variable (X2) is significant or not significant, testing the significance of the t price. The test was carried out with a two-way test, using a significance level of 5%. The test results obtained tcount for the reward variable of 1.422; While the amount of ttable at the 5% confidence level is 2.011. The values mentioned above can be explained that partially (alone), the reward variable has no significant effect on employee performance because the t value < t table value. The t-count value of the independent variable is in the area of acceptance of Ho, this means that the regression coefficient of the reward variable is equal to 0, in other words the coefficient of the variable is not significant.

The results of this study are not in line with Ruslan, Jonathan, & Lau (2017) with the research title "The Effect of Reward and Punishment on Employee Performance at the Education and Culture Office of East Kutai Regency". The results showed that reward had a positive and significant effect on performance, punishment had a positive and significant effect on performance, reward and punishment had a positive and significant effect on performance.

3. The Effect of Punishment on Employee Performance

The punishment variable (X3) is positive, this means that if there is an increase in the threat of punishment, it will result in increased employee performance. Furthermore, the magnitude of the regression coefficient of 0.790 means that every increase in one unit of the punishment variable will result in an increase of 0.790 units of employee performance, if the other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). From the results of data processing shows that the partial coefficient (r) for the punishment variable is 0.932; This means that the punishment variable can explain each variation of changes in employee performance by 0.932 with the assumption that other variables are constant, meaning that it shows that punishment has a correlation with employee performance of 93.2% with the assumption that other variables do not change.

Testing the regression coefficients of the variables, then the punishment variable (X3) is significant or not significant, testing the significance of the t price. The test was carried out with a two-way test, using a significance level of 5%. The test results obtained tcount for the punishment variable of 18.201; while the amount of ttable at the 5% confidence level is 2.011. The values mentioned above can be explained that partially (alone), the punishment variable has a significant effect on employee performance because the t value > t table value. The t-count value of the independent variable is in the rejection area of Ho, this means that the regression coefficient of the punishment variable is not equal to 0, in other words the coefficient of the variable is significant.

The results of this study are in line with previous research conducted Dymastara & Onsardi (2020) which concluded that (1) reward has a significant effect on employee performance, (2) punishment has a significant effect on employee performance and (3) reward (X1) and punishment (X2) together have a significant effect on employee performance. Also research (Ruslan et al., 2017) dan (Astuti et al., 2018) that giving appropriate punishment to employees who make mistakes will increase the awareness of employees not to repeat the mistakes made so that the performance of employees will increase.

4. The Influence of Leadership Variables (X1), Reward (X2) And Punishment
 (X3) Against Millennial Employee Performance (Y) Simultaneously

The influence of leadership variables (X1), reward (X2) and punishment (X3) has a significant effect on related variables, namely the performance of millennial employees (Y) together, it can be seen from the R2 value of 0.932 which shows that together, the leadership variables (X1), reward (X2) and punishment (X3) have a significant effect on related variables, namely the performance of millennial employees (Y) simultaneously by 93.2% and the rest is influenced by other variables that are not in the research model. This is evidenced by the calculated F value of 227.752 > F table in df (3)(50) of 8.57; so it is concluded that Ho is rejected and Ha is accepted, which means that the leadership variables (X1), reward (X2) and punishment (X3) have a significant effect on the related variables, namely the performance of millennial employees (Y) simultaneously.

The results of this study indicate that the three variables, namely leadership (X1), reward (X2) and punishment (X3), when interacting with each other, will significantly improve employee performance. In the sense that, a qualified leadership style, supported by employees' understanding of rewards and punishments, will increase performance, and vice versa. This is in

line with Purwanto S.K., (2015) who concluded that organizational success is not determined solely by the leader, nor is it determined only by good governance, but is determined by various factors, namely leadership, maturity of subordinates. , team work, and entrepreneurial spirit. Likewise Fadli, Sasmita, & Marzolina (2016) who concluded that the rewards given to employees will have a significant effect on performance. In other words, rewards given to employees will motivate employees to improve employee performance. It can be concluded that, rewards are positive feedback given by the company for the achievements made by employees.

5. The Dominant Effect of Punishment on Performance

The value of the largest regression coefficient is the punishment variable, as well as the t-count value and the partial r2 value, which indicates that the greatest influence comes from the punishment variable with a large effect of 79.1%, because it has the largest correlation coefficient value among the other two variables. The regression coefficient shows the influence of each independent variable (X1, X2, X3) on the dependent variable (Y) if the size of the other independent variables in the model remains.

The dominant influence of punishment on the performance of millennial employees at the BRI Ambon Branch Office, one of which is due to the character of most of the millennial employees being more creative, technologically literate and having wider knowledge but having low discipline, so they tend to be easy to change places of work. So that the threat of sanctions will be effective in providing a deterrent effect for employees who commit violations.

The form of punishment that can be given is in accordance with the opinion of Putri Kentjana & Nainggolan (2018) namely preventive punishment and repressive punishment. Preventive punishment intends to prevent violations from occurring so that preventive punishment is carried out before the violation occurs. While repressive punishment is carried out because of mistakes that have been made. Therefore, this punishment is carried out after a violation or error occurs.

Also in line with the opinion of Astuti et al. (2018) in giving sanctions or punishments (punishment) are divided into two parts, namely: (1) Preventive punishment is an action taken by the company to prevent employees from committing violations including: rules, recommendations and orders, prohibitions , coercion, and discipline. (2) Repressive punishment is an action given by the company to employees who commit violations, including: reprimand, termination of benefits, termination of bonuses, restrictions on the use of company facilities and infrastructure, and termination of employment.

CONCLUSION

Based on the results of the analysis and discussion, the following conclusions are obtained:

1. Leadership has no significant effect on the performance of millennial employees of the BRI Ambon Branch Office.
2. Rewards have no significant effect on the performance of millennial employees of the BRI Ambon Branch Office.
3. Punishment has a positive and significant effect on the performance of millennial employees of the BRI Ambon Branch Office
4. Leadership, reward and punishment have a positive and significant effect on the performance of millennial employees of the BRI Ambon Branch Office

Based on the conclusions above, several things are recommended, namely:

1. Improved leadership style through clarity of vision and mission, achievement of vision and mission, optimism, confidence, speed of action, willingness to set an example and delegation of authority.
2. Increased rewards through intrinsic rewards include positive values or employee satisfaction with themselves because of recognition, responsibility and learning opportunities, all of which are employee psychological needs and extrinsic rewards include financial matters such as salaries, bonuses, benefits and can also non-financial such as promotions.
3. Increased punishment for each violation through preventive punishment that is preventive in nature and repressive punishment given after a violation or error occurs.

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