



Effect of Leadership Style, Reward and Punishment and Compensation Against Employee Motivation

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Abstract: Article Literature Review of the Effects of Leadership Style, Reward and Punishment and Compensation on Employee Motivation is a scientific article that aims to build a research hypothesis on the influence of variables to be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other online academic media. The results of this article are that: 1) Leadership Style influences Employee Motivation; 2) Reward and Punishment affect Employee Motivation; and 3) Compensation has an effect on Employee Motivation. Apart from these 3 exogenous variables that affect the endogenous variable Employee Motivation there are many other factors including Competency, Performance Assessment and Work Culture.

Keywords: Employee Motivation, Leadership Style, Reward and Punishment, Compensation

INTRODUCTION

Every student good Strata 1, Strata 2 and Strata 3, must To do research in forms of scripts, theses and dissertations. Likewise, lecturers, researchers and other functional personnel actively conduct research and produce scientific articles for publication in scientific journals. Work scientific is as is wrong condition for the student for smoothing study on part large College High in Indonesia. Provisions this apply for all level of the tie education that is Encryption strata one (S1), Thesis strata two (S2) Dissertation strata three (S3). Based on the empirical experience of many students and authors who have difficulty in searching supporting articles for their scientific work as previous research or as research the one relevant. Article the one relevant in need for strengthen theory the one in thorough, for look relationship or influence between variable and build hypothesis. This article will discuss about the influence of leadership style, rewards and punishment, and compensation for employee motivation.

Based on background back, then can in formulate the problem will be discussed in order to build a hypothesis for further research namely:

1. Is Leadership style influential against Motivation Employee?.
2. Is Reward And Punishment influential against Motivation Employee?.
3. Is Compensation influential against Motivation Employee?.

LITERATURE REVIEW

Motivation Employee

Motivation is what causes, channels, and supports human behavior. To be willing to work diligently and enthusiastically achieve optimal results Farida (2016: 24). Job motivation is what employees need, employees with high motivation will certainly have enthusiasm in the completion of the work assigned to them. Motivation is a factor that will encourage a person to carry out a particular activity, by which motivation is sometimes interpreted as a motivating factor for one's behavior in doing a job (F. Saputra & Mahaputra, 2022). Another similar thing was stated by scholars, performance-oriented companies are expected to be able create motivation work the one high on self the employee. High low someone's motivation in work can measured with use 3 (three) indicator that is the need for achievement, the need for power, and the need for (Djaya, 2021).

Motivation is one action or drive the one produce spirit work to yourself someone so able work same in bring up one idea work for achieve the desired target (Hasibuan, 2017). One of the main functions of managing human resources and has often been the subject of research studies is the compensation system and its effect on employee motivation. Although the company has tried to implement a good compensation system but has not guaranteed employee motivation will increase, so organization always effort develop system compensation the one more good, more challenging to encourage increased employee motivation, currently increasing competition between companies requires each company to carry out its operational activities in a more effective, efficient and productive way. To meet this challenge, companies need to improve employee motivation (Agussalim, Ndraha, & Ali, 2020).

Motivation is the drive, desire and driving force that comes from humans to do something. Whereas discipline is compliance with rules or orders set by the organization (Sutiksno, S. D. U., Rufaidah, P., Ali, H., & Souisa, 2017). As for the indicators used to measure work motivation is a very well-known theory of motivation, hierarchy theory needs the one put forward by Abraham Maslow in (Mappesona, Ikhsani, & Ali, 2020) that in each human being it consists of five needs.

Motivation this employee has been thoroughly examined by researchers previously among them were (Ashshidiqy & Ali, 2019), (Hasyim & Ali, 2022)

Leadership style

Leadership style is Leadership style is behavior leader used someone when want influence person other. Whereas according to Robert House as quoted by Robbins (2007, h.448) revealed that there are four kinds of Path Goal leadership classifications, namely directive leadership style, leadership style supportive, Leadership style participatory, and Leadership style task oriented. Various leadership styles can be used by a leader to influence and motivate his subordinates, so as to improve the performance of his subordinates in doing work. In addition to leadership style, one's commitment is in organization very influence performance someone in in a organization (Dessler, 2010).

Leadership Style is a leadership style so far seen as having influence the one large in influence performance the employee. Leadership style is behavior patterns designed in such a way as to influence subordinates so as to maximize the performance of their subordinates so

that organizational performance and organizational goals can be maximized (Tampi, 2014). Various types of leadership will produce different aura or work climates so that employee performance can also be measured from the applied leadership model. As an example of a strict and hard authoritarian leadership model, it will make employees inevitably submit and run. What the one be the responsibility the answer with below pressure the one high. Results that obtained maybe just corresponding hope however discharged other, the employee possibility being incapacitated is in such an organizational climate. Therefore, a leader must apply a leadership style to be able to manage his organizational structure in achieving common goals and company goals. (Pinatiksi & Gorda, 2017)

Leadership style Leadership style transformational according to (Mondiani, 2014) is the ability to inspire and motivate followers to achieve results greater than those originally planned for internal rewards. In addition to the transformational leadership the rest must provide top welfare. What the one had been was given the employee to company. Compensation is everything that the company gives employees in return for contributions was given from the employee to company. (Mulyadi, 2015). Every company certainly want to have a leader who can motivate his employees and a fair leader for the reply services provided by his employees. There are two important discussions in this study namely transformational leadership and financial compensation. Both discussions are able to improve employee performance by providing motivation and standard work the one correct about. What the one must done by the para the employee

Leadership style this already Lots in thorough by the researcher previous in including (Darmawan, 2019) (S, 2010), (Ali, Hadibrata, & Buchori, 2016).

Reward and Punishment

Reward And Punishment is Reward originated from language english the one means reward or prize (Echols, John M & Hasan, 2005). According to Irham Fahmi (Fahmi, 2016), reward is a form giving reply services the one was given to a the employee on achievement profession done, good shaped finance as well as non financially. Punishment Word punishment originated from language english the one means punishment, penalty or torment (Echols, John M & Hasan, 2005) Whereas according to M. Ngalim purwanto (Purwanto, 2006) punishment is suffering the one was given or caused by intentionally by someone after it happened a violation, crime or mistake. In concept management, reward is is wrong one tool for Upgrade

motivation employee performance. Method this can associate someone's actions and behavior feeling happy, happy and will usually make them do one deed good on a basis over and over reset. Reward too aim so someone be more and more enterprising in business improve or improve the achievements that have been achieved. On basically the purpose of giving punishment is so the employee the one breaking up feel jera and not will repeat again. From some of these opinions can be concluded punishment is an act that is lacking a lot of fun the one in the form punishment or penalty the one was given to the employee on a basis aware when happen violation so not repeat again. (Sofiati, 2021)

Reward And Punishment reward or appreciation is reply services the one was given company to the employee on basic sacrifice time, power, and mind Sutrisno (2009:197). Punishment is threat punishment the one aim for maintain the rules the one apply and give lesson to violator Mangkunegara (2005:130)". Reward and punishment can affect the level of employee performance. Reward is applied because there is an assumption that with give reward to the employee on the results his job, then the employee will work more maximum. Punishment applied with aim maintain the rules the one apply so all duties and responsibilities can be carried out properly. So, reward and punishment are form reaction from leader for keep and Upgrade performance employee, as well as pushes the employee so

be more good, more quality, and responsible answer with Duty the one charged. (Suryadilaga et al., 2016)

Reward And Punishment Reward can be something tangible or not tangible the one organization give to the employee good deliberately or not deliberately as reward for the potential of employees or contributions to good work, and for employees who are apply score positive as brush needs certain (Shields, 2016: 12). Punishment is threat of punishment aimed at improving the performance of violator employees, maintaining regulations the one apply and give lesson to violator (Mangkunegara, 2013: 130). Reward and punishment the one was given not too influential against performance employee, that means there is variable – variable other outside research this the one can influence improvement performance the employee. This research was supported by Anwar (2016) who was on the results of his research show that on a basis simultaneous reward and punishment not have influence significant against Discipline Work the one on a basis not straight too not influential significant against Performance Employee, because some research like research by Tindow (2014), Dapu (2015), and your Sahanggamu (2014) the same – the same states that the Work Discipline has relationship the one very strong and influential on a basis significant against performance employee, the one means that on a basis not straight through discipline work, Reward and Punishment not have influence the one significant against performance the employee. (Suak et al., 2017)

This Reward and Punishment has been studied by researchers previously included (Kusuma & Lutarlean, 2018) (Pramesti et al., 2019) (Harahap et al., 2020).

Compensation

Compensation is What the one someone the employee receive as reply from profession the one was given his, good wage per hour orpun salary periodic the one designed and managed by part personnel William B. Werther and Keith Davis in Anwar Parbu (2013: 83),

Compensation (compensation) too is giving reply services straight (direct) and not straight (indirect) in the form the one or goods to the employee as reply services the one was given to company. very compensation affect performance employee, because in giving compensation the one fair and correct will Upgrade performance the employee for waving profession with right Abdul's time Ghoni (2014:4). In Thing this too regulated by Law.NO. 13/2013 about workmanship “Bahwa well-being the worker or labor is fulfillment needs and or need the one is jasmaniah and spiritual, good in in as well as in the outside relationship work, the one directly or not directly can be heightened employee performance in work environment the one healthy and secure. (Herlina, 2018)

Compensation is a form of reparation for employees given to company. According to Rivai (2008) compensation lasngsung consists of from payment the employee in form wage, salary, bonus or commission. Compensation straight called wage basic that is wage or fixed salary the one a the worker in form wage monthly (salary) or wage weekly or wage every hour in work (hourly wage)”. Gift compensation is is wrong one implementation function source management human power related to all types of rewards individually as an exchange in carrying out organizing tasks. Compensation must fair and worthy for a the employee. Meaning fair and worthy is that as far as possible maybe compensation or salary the one received continuity life the employee and giving compensation that must anyway based on basic small the responsibility answer and risk from each profession so can Upgrade performance the employee. (Cahya et al., 2021)

Compensation is reward services or reply services the one was given by company to the para the power work, because the power the work has been make a power contribution and mind for the sake of progress company use reach aim the one expected. Sastrohadiwiryo

(2011). As for Financial compensation consists of direct compensation in the form of salary, wages, incentives, and bonuses. Compensation is is wrong one factor urgent and be attention on Lots organization in maintain and interesting source power human the one quality. Various organization compete for obtain sources human power quality, because quality work results determined by competence the one owned source power the human. Reason this make many organizations Secrete a number fund the one relatively large for develop source power the human so have compensation corresponding needs (Wake up in Kadarisman, 2012). As for compensation Non Financial consists of from 2 the type that is compensation related with profession and comparation related with environment work. (Ariskha et al., 2020)

This compensation has been thoroughly examined by researchers previously among them were (Jufrizen, 2017) (Endarwita & Herlina, 2019) (Katidjan et al., 2017).

Table 1. Previous Research

No	Author (Year)	Results Research Previous	Equation With this article	Difference With this article
1	(Darmawan, 2019)	Style Leadership and Reward and Punishment are positive half-hearted and significant to Motivation Employee	Reward and Punishment influential to Employee Motivation	Leadership Style is influential to Employee Motivation
2	(S, 2010)	Leadership Style, Reward and Punishment and Compensation are positive and significant in half against Motivation Employee	Leadership & Reward and Style Punishment influential to Employee Motivation	Compensation influential to Employee Motivation
3	(F. Saputra, 2021)	Leadership style and Reward and Punishment is positive and significant in terms of Employee Motivation and y2	Leadership & Reward and Style Punishment influential to Employee Motivation	Leadership and Reward Style and Punishment influential against y2
4	(Kusuma & Luturlean, 2018)	Leadership style and Reward and Punishment is positive and significant in half-life Motivation Employee	Reward and Punishment influential to Employee Motivation	Leadership Style is influential to Employee Motivation
5	(Pramesti et al., 2019)	Leadership Style, Reward And Positive half-hearted Punishment and Compensation significant to Motivation Employee	Leadership & Reward and Style Punishment influential to Employee Motivation	Compensation influential to Employee Motivation
6	(Barahap et al., 2020)	Leadership style and Reward and Punishment is positive and significant in terms of Employee Motivation and Reward	Leadership & Reward and Style Punishment influential to Employee Motivation	Leadership and Reward Style and Punishment influential against Rewards

METHODS

The method of writing this Literature Review article is by the Qualitative Descriptive method and Library or Library Research studies, sourced from online applications *Google Scholar, Mendeley* and other online academic applications.

In qualitative research, literature studies must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions raised by researchers. One of the main reasons for to do research qualitative that is that research the is exploratory, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Based on the Study of theory and previous relevant research, the discussion of the article *this review literature* is:

Effect Leadership style against Motivation Employee.

Leadership Style influences Employee Motivation, where the dimensions or indicators of Leadership Style (Salihin et al., 2019) (Pinati & Gorda, 2017) (Sugianti & Suganti, 2021) affects the dimensions or indicators of Employee Motivation (Djaya, 2021) (Julia Anita, Nasir Aziz, 2013) (Arisanti et al., 2019), (Utami, 20).

To improve Employee Motivation with pay attention to the Leadership Style, what the stand must do is equate the leader's perception of employees from the lower level to the top where this step will increase employee motivation to achieve company goals. (Kumala, 2020). Leadership Style influences Employee Motivation, if Leadership Style in percep good by the employee then this will can Upgrade loyalty to Employee Motivation, (Aldi & Susanti, 2019).

Leadership style influential against Motivation Employee, this in line with research conducted by: (Darmawan, 2019), (S, 2010), and (Management, 2021).

Effect Reward and Punishment against Motivation Employee.

Reward and Punishment affects Employee Motivation, where the dimensions or indicators of Leadership Style (Salihin et al., 2019), (Pinati & Gorda, 2017), (Sugianti & Suganti, 2021) influential to dimensions or Employee Motivation Indicator (Artisanti et al., 2019), (Djaya, 2021), (Julia Anita, Nasir Aziz, 2013), (Utami, 2017).

To improve Employee Motivation with pay attention to the Leadership Style, what the stand must do is equate the leader's perception of employees from the lower level to the top where this step will increase employee motivation to achieve company goals. (Kumala, 2020). Reward and Punishment affects Employee Motivation, if Reward And Punishment is perceived well by employees then this will be able to increase Employee Motivation. (Sofiati, 2021).

Reward And Punishment affects Employee Motivation, this in line with research the one done by: (Kusuma & Luturlean, 2018), (Pramesti et al., 2019), (Harahah et al., 2020).

Effect Compensation against Motivation Employee.

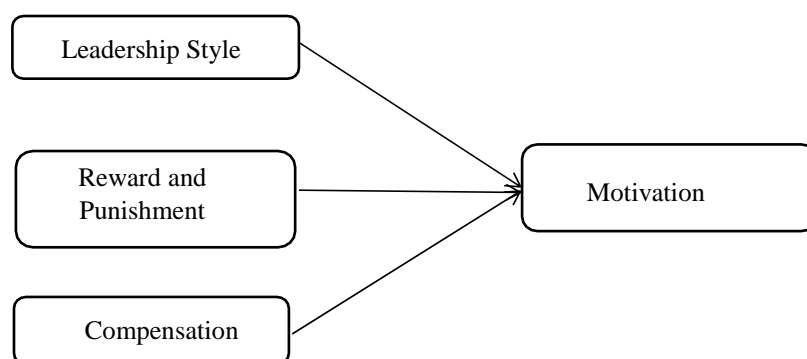
Compensation influential against Motivation Employee, Where dimension or Leadership Style indicators (Salihin et al., 2019), (Pinati & Gorda, 2017), (Suganti & Suganti, 2021) influential against dimension or indicator Motivation Employee (Artisanti et al., 2019), (Djaya, 2021), (Julia Anita, Nasir Aziz, 2013), (Utami, 2017).

To improve Employee Motivation with pay attention to compensation, then what the stand is to be able to provide appropriate compensation with performance the one was given by the employee Where compensation the encourage employees to remind their prosperity if the prosperous employee raises a sense of loyalty to the company (Kumala, 2020).in good perception by employees then this will be able to increase the credibilitaas of Employee Motivation, (Ariskha et al., 2020).

Compensation influential against Motivation Employee, this in line with research conducted by: (Jufrizen, 2017) (Endarwita & Herlina, 2019) (Katidjan et al., 2017).

Conceptual Framework

Based on the formulation of the problem, the theory study, previous relevant research and discussion of influences between variables, then the frame process thinks this article as below.



Picture 1. Conceptual Framework

Based on picture conceptual framework in on, then: Leadership style, Reward and Punishment, and compensation influence on Employee Motivation. Apart from three variables exogen this the one influence Motivation Employee, still Lots variable other the influences are:

- 1) Work Environment: (Khaira, Saputra, & Syarief, 2022), (F. Saputra & Sumantyo, 2022), (Budiyono et al., 2022), (Pamungkas, Iqbal, M, & Saluy, 2022).
- 2) Salary: (F. Saputra & Mahaputra, 2022), (Haitao, 2022), (Suharyono & Ali, 2015), (Ali, Djamaluddin, & Hadibrata, 2016), (R. Saputra, 2022).
- 3) Co-Workers: (Haitao, 2022), (Richardo, Hussin, Bin Norman, & Ali, 2020), (Lawu & Ali, 2022), (Christina Sirait & Ali, 2017), (Rony, Yasin, Lubis, & Syarief, 2020).

CONCLUSION

Based on theory, article the one relevant and discussion then can in formulate a hypothesis for further research:

1. Leadership style influential against Motivation Employee.
2. Reward and Punishment influential against Motivation Employee.
3. Compensation influential against Motivation Employee.

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