

The Effect of Transformational Leadership Style, Reward, and Punishment on Employee Work Discipline at PT Bakrie Sumatera Plantations Tbk Serbangan Estate

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Abstract

This study aims to test and analyze the influence of transformational leadership style, reward, and punishment on employee discipline at PT Bakrie Sumatera Plantations Tbk Serbangan Estate. Sample selection using simple random sampling technique, and obtained respondents as many as 203 employees of PT Bakrie Sumatera Plantations Tbk Serbangan Estate. Data analysis techniques in this study with the Partial Least Square (PLS) method using SmartPLS software. The results showed that the first hypothesis test results of the relationship between transformational leadership style variables and work discipline had a p-value of 0.000 1.96. The results of the second hypothesis test the relationship between the reward variable and work discipline has a p-value of 0.234 > 0.05 and a t-statistic value of 1.194 < 1.96. And the results of the third hypothesis test the relationship between the punishment variable and work discipline has a p-value of 0.000 1.96. Based on the results of the calculation, it can be concluded that transformational leadership style and punishment have a significant effect on work discipline at PT Bakrie Sumatera Plantations Tbk Serbangan Estate, while rewards have no significant effect on work discipline at PT Bakrie Sumatera Plantations Tbk Serbangan Estate.

Keywords: Transformational Leadership Style, Reward, Punishment, Work Discipline.

Introduction

In achieving the target of success, adequate management of human resources (HR) is needed to produce human resources who are not easily surrendered, qualified, and productive (Husain, 2017). very HR must have a high level of dedication and discipline in working to achieve the success or success of the company, so as to improve the quality of performance for the company's progress. Improving the quality of performance can be achieved by increasing the discipline of each employee. One of the causes of decreased employee performance is a lack of discipline at work (Candra et al., 2022).

Discipline is a condition that is formed and fostered through a series of behaviors that reflect the values of obedience, loyalty, and order (Nuraeni et al., 2022). Work discipline is a set of rules or conditions designed by the management of an

organization known to the workforce and individuals of an organization who will submit to these rules happily (Yuliantini & Suryatiningsih, 2021). In increasing employee productivity, work discipline has a very important role. Optimal work discipline makes employees consistent with the work given, and there is also no decrease in performance (Ali & Simamora, 2022).

This research takes objects at PT Bakrie Sumatera Plantations Tbk Serbangan Estate which is a private company in the field of plantations with the main results of oil palm and rubber production with a land area of 3,391 Ha. PT Bakrie Sumatera Plantations Tbk Serbangan Estate has two types of employee status, namely Indefinite Time Work Agreement (PKWTT) and Fixed Time Work Agreement (PKWT). Based on preliminary observations, the following is a recapitulation of PT Bakrie Sumatera Plantations Tbk Serbangan Estate employee absenteeism data during January 2023 to June 2023:

Table 1. Recapitulation of Absenteeism of Employees of PT Bakrie Sumatera Plantations Tbk Serbangan Estate in January 2023 to June 2023

Month	Number of Working Days	Number of Employees	Absent	Percentage (%)
January	26	440	721	6,30%
February	23	435	633	6,32%
March	26	434	687	6,08%
April	23	435	643	6,42%
May	25	431	632	5,86%
June	24	430	863	8,36%

Source: PT Bakrie Sumatera Plantations Tbk Serbangan Estate (2023)

Based on Table 1, it can be seen that in January-June 2023 the number of absenteeism fluctuates every month. The highest absentee level of PT Bakrie Sumatera Plantations Tbk Serbangan Estate employees occurred in June as many as 863 and a percentage of 8.36% with 430 employees and the lowest absentee level occurred in May as many as 632 and a percentage of 5.86% with 431 employees. The ups and downs of absenteeism show that there is a phenomenon that proves that the level of employee discipline is still very low.

According to Sutrisno, work discipline can be influenced by several factors, namely superior leadership, the size of compensation, clear regulations, the courage of leaders in taking action, and leadership supervision (Sutrisno, 2015). In this study, researchers examined the factors of transformational leadership style, reward, and punishment. Because it is in accordance with the problems that occur at PT Bakrie Sumatera Plantations Tbk Serbangan Estate.

Literature Review

Transformational leadership Style

Transformational leaders help their followers to develop and create leaders to the needs of their followers (members) by involving them and adjusting the vision, mission, and goals of the organization (Triyono, 2019). Transformational leadership style can be explained as a model of a leader's behavior that motivates subordinates to make changes in the context of the organization beyond individual aspects and encourages subordinates to work as well as possible according to their abilities (Robbins & Judge, 2013). Based on Bass's theory describes the components of transformational leadership including idealized influence, inspirational motivation, intellectual stimulation, individualized consideration (Bass, 2006).

Overall, transformational leadership style can be defined as the steps of a leader who is able to inspire subordinates regarding the vision, mission, and goals of the organization. By focusing more on organizational dynamics than individuals, creating subordinate capacity, and empowering subordinates to work persistently, confidently, and apply the best capacity they have.

Reward

Reward is a form of appreciation to someone as a form of recognition for their actions or achievements. It is usually a form of appreciation that expresses appreciation and gratitude towards those who do something (Wijanarko, 2005). Reward is an effort to foster a sentiment of recognition (acknowledgment) in the work environment, which touches on a perspective that is aligned and how to view the relationship between one worker and another" (Liana & Dian, 2021).

According to Handoko, reward is a form of appreciation for efforts to obtain a professional workforce in accordance with the demands of the position, a balanced development is needed, namely an effort of planning, organizing, using, and maintaining the workforce to be able to carry out tasks productively, successfully, and proficiently. As a concrete step in preparing to be awarded to workers who have carried out great work (Handoko, 2003).

In the context of management, rewards are used as a strategy in expanding the inspiration for representative implementation. This strategy can connect a person's activities and behavior with feelings of joy, satisfaction and will motivate them to improve performance. The purpose of reward is to make a person more dynamic in trying to achieve for the progress of something he achieves. Every individual or group that has high performance needs to be rewarded. In this study, refers to the indicators put forward by Mahmudi which consists of 4 elements, namely salary and bonuses, welfare, career development, and psychological and social rewards (Mahmudi, 2015).

Punishment

According to Mangkunegara, punishment is a threat given to employees who abuse existing regulations in the company and has a deterrent effect on violators (Mangkunegara, 2017). According to Fahmi, punishment is an action that is intentional or caused by someone after a violation (Fahmi, 2017). According to Rivai, punishment can be interpreted as an implication that leaders use to relate to workers, provide encouragement to change behavior patterns, as well as efforts to expand awareness and compliance with relevant company rules and standards. In this study using indicators based on the theory put forward by Rivai which consists of mild punishment, moderate punishment, and severe punishment (Rivai, 2009).

Punishment or punishment causes a sense of disappointment in a person so that he does not commit violations again. Therefore, punitive measures are carried out with the aim of making improvements and providing education to achieve better improvements. punishment is an action in the form of sanctions or punishment given to employees intentionally at the time of discipliner so that violations do not occur again.

Work Discipline

Etymologically, the word "discipline" means followers, adherents, lessons, and so on. Discipline shows a condition where individuals follow the rules within the company/organization. Work discipline is closely related to management activities related to operational standards that must be followed by an organization to achieve goals efficiently and productively (Ajabar, 2020).

As stated by Handoko, work discipline is a management effort to realize organizational benchmarks (Handoko, 2010). According to Veithal Riva'i, work discipline is an instrument used by directors to change attitudes or behavior and as a step to increase individual awareness and readiness to comply with all company directives and appropriate social standards (Rivai, 2012). According to Sutrisno, work discipline is the desire and openness of the individual committed to submitting and obeying the rules that apply around him (Sutrisno, 2015). Similarly, Hasibuan's opinion states that work discipline is a person's understanding and readiness to comply with all company controls and appropriate social standards (Hasibuan, 2017).

Work discipline certainly does not happen by itself, to realize this work discipline can pay attention to several factors that influence work discipline. The factors that influence work discipline according to Hasibuan are ability goals, leadership examples, rewards, justice, inherent supervision, sanctions/punishments, firmness, and human relations (Hasibuan, 2006).

Method

The type of research that will be used in this study is quantitative research. The purpose of quantitative research is to measure, test, and explain between variables using statistical data tools. The research design used in the survey method or going

directly to the field (field research) with the help of a questionnaire distributed to employees. The location of this research was conducted at PT Bakrie Sumatera Plantations Tbk Serbangan Estate which is located in Rawang Pasar V Village, Rawang Panca Arga District, Asahan Regency, North Sumatra Province. This research was conducted in April-May 2024. The population that was the focus of this research involved 430 employees of PT Bakrie Sumatera Plantations Tbk Serbangan Estate. With the sampling technique is through simple random sampling and using calculations based on the Krejcie and Morgan formulas so that, the number of samples in this study involved 203 employees. The data used in this research is primary data. Primary data refers to information obtained directly from the first source, in this case referred to as respondents through the use of questionnaires. The data collection technique used is the process of distributing questionnaires, researchers use a Likert scale type which is used to assess respondents' views based on agreement and disagreement.

Results and Discussion Results

Respondent Profile

After all research data were collected, descriptive statistical analysis was conducted. The detailed characteristics of the respondents are presented in Table 2 below.

Table 2. Respondent Profile

Characteristics	Description	Frequency	Percentage (%)
Gender	Male	203	100
Age	20-30 years	28	14
	31-40 years old	90	44
	>41 years	85	42
Education	Elementary school	42	21
	Junior high school	45	22
	Senior high school	112	55
	Bachelor degree	4	2
Employee status	PKWT	54	27
	PKWTT	149	73
Length of service	1-5	28	14
	6-10	62	30
	>11	113	56

Based on the results of statistical analysis of respondents in Table 2, the research data shows that 203 respondents are 100% male. The majority are aged in the range of 31-40 years, namely as much as 44%. However, respondents who are quite old are more, namely as many as 42% of young respondents who are more minority than other ages, namely only 14%. The majority of respondents with the latest high school education as much as 55% and below, namely junior high school as much as 22%,

elementary school as much as 21% while for Diploma / Bachelor only as much as 2%. The majority of PT Bakrie Sumatera Plantations Tbk Serbangan Estate workers have an Indefinite Time Work Agreement (PKWTT) status of 149 employees (73%) and a Fixed Time Work Agreement (PKWT) of only 54 employees (27%). Characteristics of respondents 113 employees (56%) have worked for more than 11 years and 62 employees (30%) have worked for 6- 10 years with a minority of employees working for 1-5 years as many as 28 employees (14%).

Evaluation of the Measurement Model (Outer Model)

In the PLS method, there are four criteria in evaluating the measurement model indicators (outer model), namely indicator reliability, internal consistency, convergent validity and discriminant validity (Ghozali, 2021).

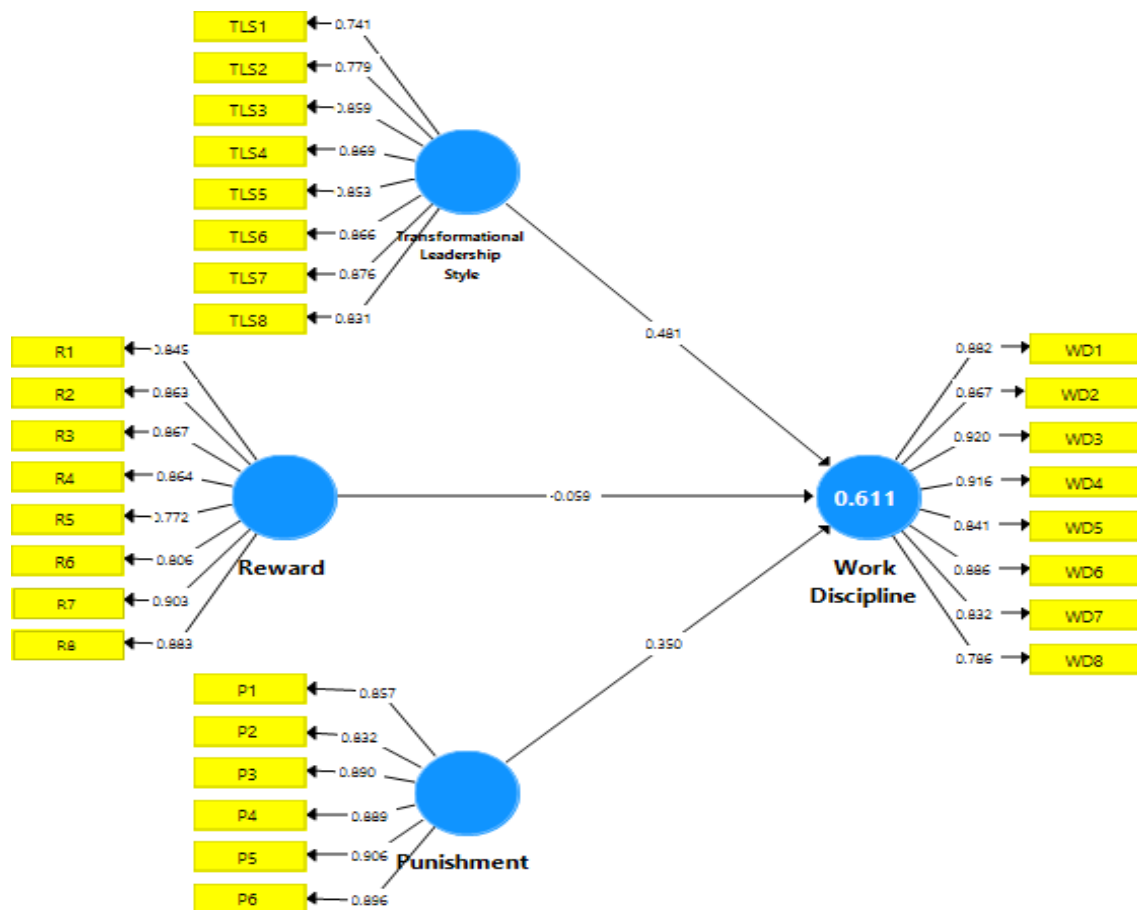
An indicator is said to have a good reliability value if the loading factor value is > 0.70 (Ghozali, 2021). Tabel 3 and Figure 1 show that the indicator is reliable.

Table 3. Outer Loading

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
WD1 ← Work Discipline	0,882	0,882	0,022	40,806	0,000
WD2 ← Work Discipline	0,867	0,868	0,024	35,714	0,000
WD3 ← Work Discipline	0,920	0,921	0,015	60,519	0,000
WD4 ← Work Discipline	0,916	0,916	0,018	52,267	0,000
WD5 ← Work Discipline	0,841	0,840	0,033	25,118	0,000
WD6 ← Work Discipline	0,886	0,886	0,019	46,679	0,000
WD7 ← Work Discipline	0,832	0,832	0,030	27,901	0,000
WD8 ← Work Discipline	0,786	0,789	0,043	18,095	0,000
TLS1 ← Transformasional Leadership Style	0,741	0,744	0,048	15,314	0,000
TLS2 ← Transformasional Leadership Style	0,779	0,781	0,042	18,538	0,000
TLS3 ← Transformasional Leadership Style	0,859	0,858	0,030	29,070	0,000
TLS4 ← Transformasional Leadership Style	0,869	0,868	0,026	33,785	0,000
TLS5 ← Transformasional Leadership Style	0,853	0,853	0,029	29,116	0,000
TLS6 ← Transformasional Leadership Style	0,866	0,866	0,026	33,669	0,000
TLS7 ← Transformasional Leadership Style	0,876	0,878	0,018	47,429	0,000
TLS8 ← Transformasional Leadership Style	0,831	0,833	0,025	33,012	0,000
P1 ← Punishment	0,857	0,856	0,028	30,592	0,000
P2 ← Punishment	0,832	0,832	0,040	20,936	0,000
P3 ← Punishment	0,890	0,891	0,020	45,378	0,000
P4 ← Punishment	0,889	0,891	0,019	48,034	0,000
P5 ← Punishment	0,906	0,906	0,018	49,985	0,000
P6 ← Punishment	0,896	0,896	0,020	44,185	0,000

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
R1 ← Reward	0,845	0,810	0,130	6,484	0,000
R2 ← Reward	0,863	0,826	0,130	6,648	0,000
R3 ← Reward	0,867	0,832	0,125	6,915	0,000
R4 ← Reward	0,864	0,830	0,126	6,871	0,000
R5 ← Reward	0,772	0,735	0,155	4,971	0,000
R6 ← Reward	0,806	0,769	0,149	5,403	0,000
R7 ← Reward	0,903	0,871	0,129	7,023	0,000
R8 ← Reward	0,883	0,852	0,130	6,793	0,000

Figure 1. Measurement Model Evaluation (PLS-SEM Algorithm)



Internal consistency refers to the value of Cronbach's alpha between 0.70 and 0.90 can be said to be satisfactory. In addition, internal consistency can be guided by the value of composite reliability (CR) > 0.70, so it can be said to have met the requirements of internal consistency (Ghozali, 2021). This means that Table 4 shows that the constructs used in this study meet the internal consistency requirements.

Table 4. Cronbach's alpha, CR, and AVE

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
WD	0,952	0,953	0,960	0,752
TLS	0,938	0,939	0,949	0,698
P	0,941	0,943	0,953	0,772
R	0,946	0,958	0,955	0,725

Convergent validity is related to the principle that the indicators of a construct should show a high correlation with an average variance extracted (AVE) value > 0.50 , so it can be said to fulfill the value of convergent validity (Ghozali, 2021). It can be seen in Table 4 that the AVE value > 0.50 , meaning that the constructs used in this study are convergently valid.

Discriminant validity is evaluated based on the Fornrll-Larcker criterion value and the Heterotrait-monotrait ratio (HTMT) value < 0.90 , then it is said to have a good discriminant validity value (Ghozali, 2021). Tables 5 and 6 show that this study has a good discriminant validity value.

Table 5. Fornel-Lacker criterion

Work Discipline	Transformasional Leadership Style	Punishment	Reward
WD	0,867		
TLS	0,836		
P	0,738	0,879	
R	-0,106	-0,050	0,851

Table 6. Heterotrait-monotrait ratio (HTMT)

Work Discipline	Transformasional Leadership Style	Punishment	Reward
WD			
TLS	0,783		
P	0,745	0,786	
R	0,111	0,095	0,063

Structural Model Evaluation (Inner Model)

The results of the PLS R-Square reflect how much of the construct variance can be explained by the model. By looking at the reference values, namely 0.67, 0.33, and 0.19, it shows strong, moderate, and weak models. Based on Table 7, it can be seen that the work discipline variable has a value of 0.611 which is in the moderate category. It can be concluded that the transformational leadership style, reward, and punishment variables affect the work discipline variable by 61.1% and the remaining 38.9% is influenced by other variables.

Table 7. R-Square

	R-square	R-square adjusted
Work Discipline	0,611	0,605

To test the fit model, you can use the goodness of fit (GoF) test to validate the combined performance between the measurement model (outer model) and the structural model (inner model) which can be seen from the standardized root mean square (SRMR) value (Ghozali, 2021). Table 8 shows that the model proposed in this study has a good fit.

Table 8. Standardized root mean square (SRMR)

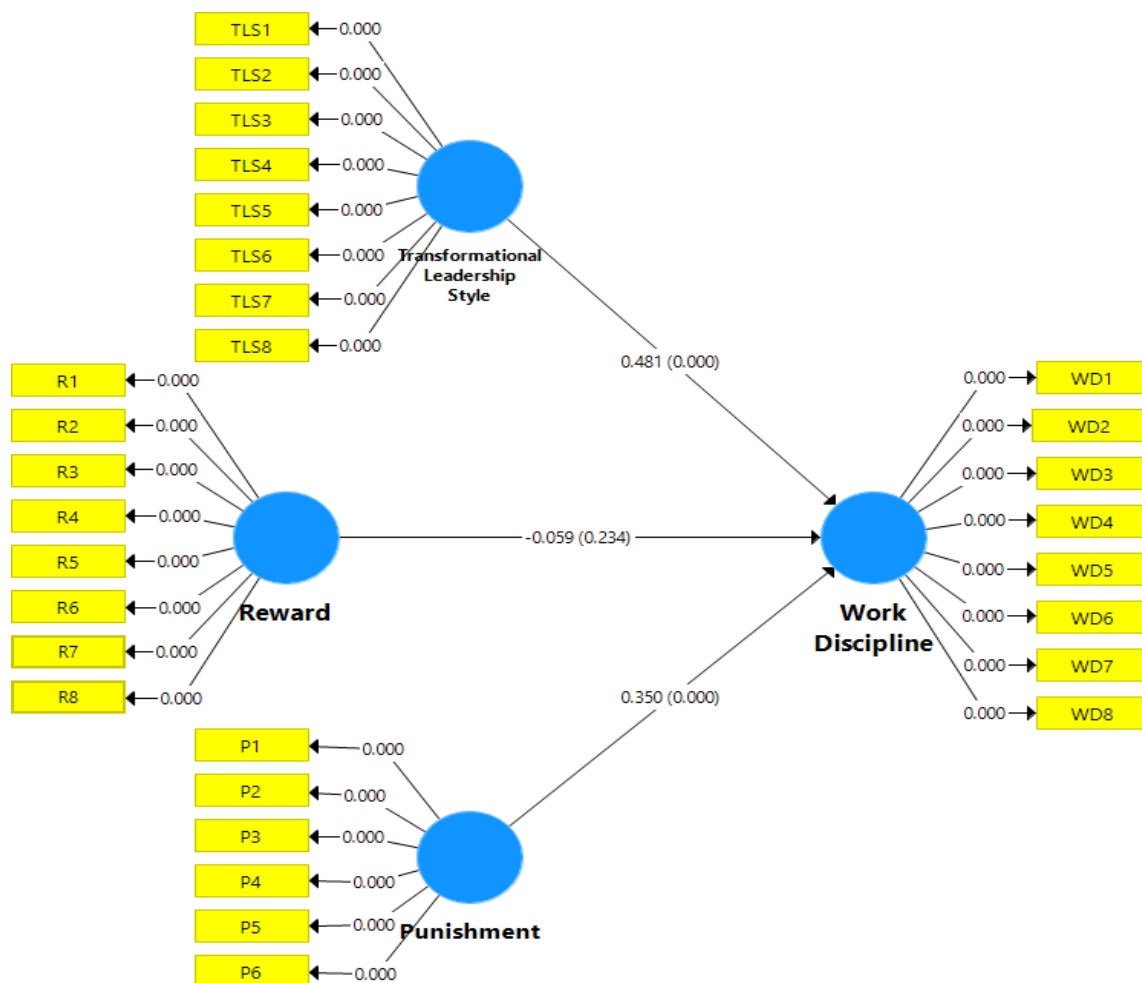
	Saturated Model	Estimated Model
SRMR	0,073	0,073

Analysis of the path coefficient in this study by applying the bootstrapping method of 5,000 iterations. The bootstrapping procedure involves resampling of the entire original sample to obtain a significance value by having a T Statistic value of 1.96 (significance level = 5%) and P-Value < 0.05 which can be seen in Table 9 and Figure 2.

Table 9. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Description
TLS → WD	0,481	0,484	0,080	6,030	0,000	Accepted
P → WD	0,350	0,349	0,076	4,607	0,000	Accepted
R → WD	-0,059	-0,065	0,050	1,194	0,233	Rejected

Figure 2. Bootstrapping Results with 5000 Subsamples



Based on Table 9, it shows the results of hypothesis testing if the T statistic value > 1.96 or P values with a value < 0.05 , then the results can be describes as follows:

The effect of transformational leadership style on work discipline can be seen from the t- statistics value of $6.030 > 1.96$ and the p-values of $0.000 < 0.05$ which shows that transformasional leadership style affects employee work discipline at PT Bakrie Sumatera Plantations Tbk Serbangan Estate.

The effect of reward on work discipline can be seen from the t-statistics value of $1.194 < 1.96$ and the p-values value of $0.234 > 0.05$ which shows that reward has no effect on employee work discipline at PT Bakrie Sumatera Plantations Tbk Serbangan Estate.

The effect of punishment on work discipline can be seen from the t-statistics value of $4.607 >$

1.96 and the p-values of $0.000 < 0.05$ which shows that punishment affects employee work discipline at PT Bakrie Sumatera Plantations Tbk Serbangan Estate.

Discussion

The Effect of Transformational Leadership Style on Work Discipline

Based on the empirical results, the data shows that transformational leadership style (X1) has a positive and significant effect on work discipline (Y) of PT Bakrie Sumatera Plantations Tbk Serbangan Estate employees. This is evidenced by the results of SmartPLS output which gets a pvalue of $0.000 < 0.05$ and a t-statistic value of $6.030 > 1.96$. The results of this study are in line with the results of research conducted by Putri (2017), Arianto & Setiyowati (2020), Andriani & Ramadhani (2023) that transformational leadership style has a positive and significant effect on employee work discipline.

Field data based on respondents' responses state that the application of transformational leadership style at PT Bakrie Sumatera Plantations Tbk Serbangan Estate is good. This is evidenced by the description of respondents' answers to the transformational leadership style variable with an average score that is classified as high, namely 4.54. The highest value given by respondents was in the inspirational motivation indicator with an average score of 4.70.

This illustrates that the leader of PT Bakrie Sumatera Plantations Tbk Serbangan Estate always provides motivation to his employees. This is shown by the leader always acting firmly in making decisions related to work and always providing motivation and communicating well and clearly at work so that employees are very comfortable in doing their work and encouraging employees to improve discipline at work.

The Effect of Reward on Work Discipline

Based on the empirical results, the data shows that reward (X2) does not have a positive and significant effect on work discipline (Y) of PT Bakrie Sumatera Plantations Tbk Serbangan Estate employees. This is evidenced by the results of SmartPLS output which gets a p-value of $0.233 > 0.05$ and a t-statistic value of $1.194 < 1.96$. The size of the compensation provided by the company will affect the level of worker discipline. However, the data in the field based on respondents' responses state that the provision of rewards applied by PT Bakrie Sumatera Plantations Tbk Serbangan Estate does not affect the improvement of employee discipline, because the rewards given have not been carried out effectively and the nominal reward is not in accordance with the achievements achieved by employees and the promotion system for outstanding employees is rarely implemented. The results of this study are in line with the results of research conducted by Yusrawati & Zakaria Yahya (2022), Reni Fatmiya Utami (2019) that rewards have no significant effect on employee discipline.

This result is different from the research conducted by Astuti et al (2022) which concluded that reward has a significant effect on work discipline with several indicators in it, namely the company pays salary according to my workload, I get additional compensation outside of salary, the benefits provided by the company are

in accordance with my needs, I am given the opportunity to develop (promotion) if I excel. The application of the reward system to improve employee work discipline has been carried out effectively and efficiently so that the results of this study indicate that the reward system variable has an effect on improving the work discipline of employees of PT Yamaha Lautan Teduh Interniaga Lampung (Astuti et al., 2022).

The Effect of Punishment on Work Discipline

Based on the empirical results of the data, it shows that punishment (X3) has a significant effect on work discipline (Y) of PT Bakrie Sumatera Plantations Tbk Serbangan Estate employees. This is evidenced by the results of SmartPLS output which gets a p-value of 0.000 1.96. The results of this study are in line with the results of research conducted by Hartawan & Welta (2017), Yusrawati & Zakaria Yahya (2022) that punishment has a positive and significant effect on employee work discipline.

Field data based on respondents' responses state that the application of punishment at PT Bakrie Sumatera Plantations Tbk Serbangan Estate is good, but still needs to be improved again. This is evidenced by the description of the respondents' answers to the punishment variable with an average score that is classified as high, namely 4.30. The highest value given by respondents was in the indicator of light punishment with an average score of 4.40.

The application of punishment carried out is the implementation of warning letters to employees, if employees are often late, they will be given the first warning letter, if employees often make mistakes/violations repeatedly, they will be given a second warning letter, employees and will get suspension and even termination of employment if they get three warning letters or have harmed the company.

Conclusion

Based on the results of the research conducted, the following conclusions were obtained:

The results of the first hypothesis test show that the relationship between transformational leadership style and work discipline has a p-value of $0.000 < 0.05$ and a t-statistic value of $6.030 >$

1.96. This value means that there is a positive and significant influence between transformational leadership style and work discipline of employees of PT Bakrie Sumatera Plantations Tbk Serbangan Estate. This is due to the application of the right transformational leadership style so that employees have a high work discipline attitude.

The results of the second hypothesis test show that the relationship between reward and work discipline has a p-value of $0.234 > 0.05$ and a t-statistic value of $1.194 < 1.96$. This value means that there is no positive and significant influence between reward and work discipline of employees of PT Bakrie Sumatera Plantations Tbk Serbangan Estate.

This is because the application of rewards according to employees has not been

carried out optimally and the nominal given is fairly small not in accordance with the results of work or achievements achieved.

The results of the third hypothesis test show that the relationship between punishment and work discipline has a p-value of $0.000 < 0.05$ and t-statistic value of $4.607 > 1.96$. This value means that there is a positive and significant influence between punishment and work discipline of employees of PT Bakrie Sumatera Plantations Tbk Serbangan Estate. This is because the application of punishment given by the company is carried out appropriately and employees feel afraid when they violate the rules because they will immediately get the punishment.

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