

The Influence of Leadership Style, Reward, and Punishment on Employee Work Motivation at PT Rohul Sawit Industri, Rokan Hulu Regency

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Abstract

This study aims to analyze the influence of leadership style, *reward*, and *punishment* on employee work motivation, both partially and simultaneously. The research was conducted at PT Rohul Sawit Industri PKS-Sukadamai, Ujung Batu District, Rokan Hulu Regency, which showed indications of low employee work motivation despite the implementation of *reward* and *punishment* systems. The study population consisted of 201 employees, with a sample of 67 respondents determined through a *purposive sampling* technique and the Slovin formula at a 10% margin of error. Data were collected through observation, a Likert-scale questionnaire, and interviews, then analyzed using multiple linear regression with SPSS after passing validity, reliability, and classical assumption tests (normality, multicollinearity, heteroscedasticity). The regression analysis produced the equation $Y = 1.013 + 0.305X_1 + 0.053X_2 + 1.450X_3$. The t-test showed that leadership style ($t = 6.742$; $p = 0.000$) and *punishment* ($t = 20.167$; $p = 0.000$) had a positive and significant effect on work motivation, while *reward* had no significant effect ($t = 1.486$; $p = 0.142$). The F-test showed that the three independent variables simultaneously had a significant effect on work motivation ($F = 4994.25$; $p = 0.000$), contributing 99.6% (Adjusted $R^2 = 0.996$). These findings indicate that leadership effectiveness and consistent application of *punishment* are more decisive for work motivation than *reward*, which was given inconsistently and not on time. This study offers practical implications for the management of oil palm plantation companies in designing more effective human resource policies.

Introduction

The era of globalization has driven increasingly fierce competition among companies, requiring every organization to build a strong internal foundation in order to survive and grow. One key determinant of a company's success in achieving its goals is human resources, since organizational success does not depend solely on technology or capital, but also on the quality and motivation of its employees. Work motivation is the drive that fosters employees' enthusiasm to work at their best in order to achieve organizational goals, and this motivation is influenced, among other things, by leadership style and the provision of *reward* and *punishment* in the workplace.

Leadership plays an important role in directing subordinates toward organizational goals. The leadership style applied by a leader, whether directive or supportive in nature, affects employees' confidence and earnestness in carrying out their duties. In addition to leadership, a *reward* system as a form of compensation for employee performance is believed to encourage employees to meet or even exceed their work targets. Conversely, *punishment* applied wisely and appropriately also functions as a behavioral control tool that can enhance employee work motivation.

PT Rohul Sawit Industri is an oil palm plantation company located in Sukadamai Village, Ujung Batu District, Rokan Hulu Regency, which has operated since 2004 and once received the

Zero Accident Award from the Indonesian Ministry of Manpower and Transmigration. The distribution of employees by work area is presented in Table 1.

Table 1. Distribution of Employees at PT Rohul Sawit Industri PKS-Sukadamai by Work Area

Work Area	Number of Employees
Staff	31
Office Division	25
Sorting	17
Maintenance	29
Processing	42
Contract Workers	53
Laboratory	4
Total	201

Source: PT Rohul Sawit Industri PKS-Sukadamai, Ujung Batu District, 2022.

Based on preliminary interviews with company leadership, indications of low employee work motivation were identified, including unmet task-completion targets, late arrivals to work and after breaks, and a lack of employee initiative in dealing with work obstacles. In terms of *reward*, only 14 of 67 employees (about 21%) had ever received a form of recognition such as a salary increase, a religious pilgrimage package, or a promotion during the period observed, and the bonus payment system was reported to be often untimely and inconsistent. In terms of *punishment*, the company has implemented warnings, warning letters, salary deductions, demotions, and termination of employment for serious violations.

Previous studies show inconsistent results regarding the effect of *reward* and *punishment* on work motivation — some found a positive and significant effect, while others found no significant effect (see Table 2). This gap in research findings, combined with the phenomenon of low work motivation at PT Rohul Sawit Industri, forms the basis for this study. This research aims to analyze the effect of leadership style, *reward*, and *punishment* on the work motivation of employees at PT Rohul Sawit Industri, Rokan Hulu Regency, both partially and simultaneously, in order to provide input for management in formulating more effective human resource policies.

Literature Review and Hypotheses Development

Work Motivation

Work motivation is a drive, originating from within or outside an individual, that fosters the spirit and willingness to carry out work activities (Hasibuan, 2017). Robbins (2017) defines motivation as the process that accounts for an individual's intensity, direction, and persistence in achieving goals. According to Hasibuan (2017), work motivation can be measured through indicators such as fair and proper wages, opportunities for advancement, recognition as an individual, job security, good working conditions, acceptance by the group, fair treatment, and recognition of achievement.

Leadership Style

Leadership style is the way a leader influences subordinates' behavior to foster work enthusiasm, job satisfaction, and productivity in order to achieve organizational goals (Hasibuan, 2017). This study refers to five leadership style indicators according to Ichsan and Gaol (2021): the ability to build cooperation and good relationships, task-completion effectiveness, participatory leadership, the ability to delegate tasks or time, and the ability to delegate tasks or authority.

Reward

Reward is compensation, recognition, or appreciation given by a company to employees to increase motivation and work productivity (Siagian, 2017; Tohardi, 2017). *Reward* is measured through the indicators of the job itself, salary, promotion opportunities, interpersonal recognition,

and coworkers (Siagian, 2017). A *reward* system that is delivered on time and consistently is believed to encourage employees to meet or even exceed the work targets set by the company.

Punishment

Punishment is a penalty or sanction consciously given to employees for violations committed, aimed at correcting behavior and preventing repeated violations (Purwanto, 2018; Mangkunegara, 2018). In this study, *punishment* is measured through two dimensions according to Ardana et al. (2018): preventive *punishment* (orders, prohibitions, supervision, rules of conduct) and repressive *punishment* (notification, warning, reprimand, penalty).

Previous Research

Several relevant prior studies are summarized in Table 2.

Table 2. Summary of Previous Research

Researcher (Year)	Research Object	Main Findings
Febrianti (2014)	PT Panin Bank Tbk., Micro Area Jombang	<i>Reward</i> and <i>punishment</i> significantly affect work motivation, both partially and simultaneously.
Purwantoro (2014)	PT Bakrie Telecom, Tbk.	<i>Reward</i> and <i>punishment</i> affect work motivation both partially and simultaneously.
Nugraha (2014)	Panghegar Hotel, Bandung	Leadership style significantly affects employee work motivation.
Wirawan (2018)	CV Media Kreasi Bangsa	<i>Reward</i> and <i>punishment</i> affect employee motivation and performance.
Kentjana & Nainggolan (2018)	PT Bank Central Asia Tbk.	<i>Reward</i> has no significant effect on motivation, while <i>punishment</i> has a significant effect.
Tahupia et al. (2019)	PT PLN (Persero), Manado Area	<i>Reward</i> and <i>punishment</i> have no significant effect on work motivation.
Pradnyani (2020)	CV Ayudya Tabanan Bali	<i>Reward</i> and <i>punishment</i> have a positive and significant effect on work motivation.

Conceptual Framework

Based on the theoretical review above, the conceptual framework of this study describes the relationship between leadership style (X1), *reward* (X2), and *punishment* (X3) as independent variables, and work motivation (Y) as the dependent variable, as presented in Figure 1.

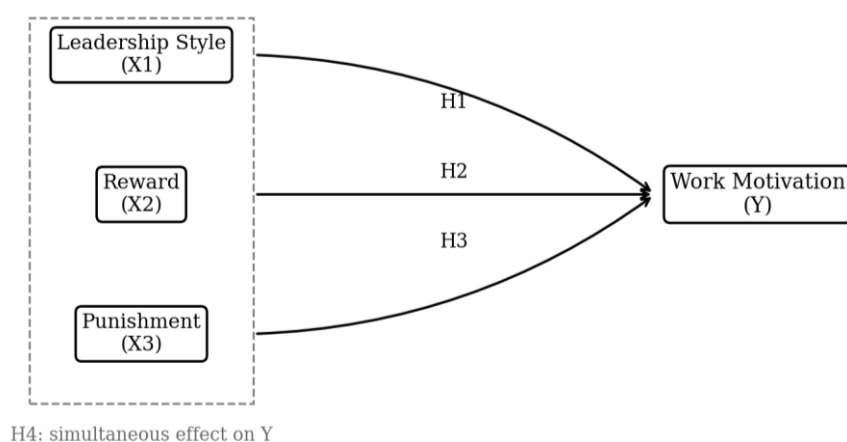


Figure 1. Conceptual Framework of the Study

Hypotheses Development

Effective leadership is understood to shape subordinates' confidence and willingness to perform, as a leader who communicates direction clearly and supports employees' needs fosters greater work enthusiasm (Hasibuan, 2017; Ichsan & Gaol, 2021). Empirically, Nugraha (2014)

found that leadership style has a significant effect on employees' work motivation. Based on this theoretical and empirical support, the following hypothesis is proposed:

H1: Leadership style influences the work motivation of employees at PT Rohul Sawit Industri, Rokan Hulu Regency.

Reward theory suggests that recognition and compensation reinforce desired employee behavior, so that timely and consistent rewards can drive employees to meet or exceed their work targets (Siagian, 2017; Tohardi, 2017). Empirical findings on this relationship remain mixed: Febrianti (2014) and Pradnyani (2020) found a significant effect of *reward* on work motivation, whereas Kentjana and Nainggolan (2018) and Tahupia et al. (2019) found no significant effect. Given this inconsistency and the preliminary indication that *reward* at PT Rohul Sawit Industri is often delayed and inconsistently applied, the following hypothesis is proposed:

H2: *Reward* influences the work motivation of employees at PT Rohul Sawit Industri, Rokan Hulu Regency.

Punishment theory holds that sanctions applied wisely and proportionately can correct undesired behavior and, in doing so, function as a control mechanism that sustains employee motivation (Purwanto, 2018; Ardana et al., 2018). This is supported empirically by Pradnyani (2020), Wirawan (2018), and Purwanto (2014), who found a significant effect of *punishment* on work motivation. Accordingly, the following hypothesis is proposed:

H3: *Punishment* influences the work motivation of employees at PT Rohul Sawit Industri, Rokan Hulu Regency.

Leadership style, *reward*, and *punishment* are theorized to jointly shape the work environment within which employee motivation develops, so that their combined effect may be stronger than any single factor alone (Hasibuan, 2017). This is consistent with Febrianti (2014) and Purwanto (2014), who found that the three factors, considered together, had a significant simultaneous effect on work motivation. Therefore, the following hypothesis is proposed:

H4: Leadership style, *reward*, and *punishment* simultaneously influence the work motivation of employees at PT Rohul Sawit Industri, Rokan Hulu Regency.

Research Methods

This study employs a quantitative approach aimed at systematically collecting, presenting, and analyzing data to describe the effect of leadership style, *reward*, and *punishment* on employee work motivation. The research was conducted at PT Rohul Sawit Industri PKS-Sukadamai, Ujung Batu District, Rokan Hulu Regency.

The study population consisted of 201 employees. The sample was determined using a *purposive sampling* technique with the criteria of being a permanent employee and having worked for at least three years; the sample size was then calculated using the Slovin formula at a 10% margin of error, yielding a sample of 67 respondents. Data were collected through observation, a Likert-scale questionnaire (1–5), and interviews. The independent variables in this study are leadership style (X1), *reward* (X2), and *punishment* (X3), while the dependent variable is work motivation (Y). The operational definitions of the research variables are presented in Table 3.

Table 3. Operational Definitions of Variables

Variable	Operational Definition	Indicators
Leadership Style (X1)	The activity of influencing the behavior of others, or the art of influencing human behavior both individually and in groups (Thoha, 2014).	Ability to build cooperation and good relationships; effectiveness; participatory leadership; delegation of tasks/time; delegation of tasks/authority
<i>Reward</i> (X2)	Compensation given to motivate employees toward higher productivity (Siagian, 2017).	The job itself; salary; promotion opportunities; interpersonal recognition; coworkers
<i>Punishment</i> (X3)	A threatened penalty intended to correct offending employees and maintain compliance with applicable rules (Ardana et al., 2018).	Preventive <i>punishment</i> ; repressive <i>punishment</i>

Variable	Operational Definition	Indicators
Work Motivation (Y)	The provision of a driving force that creates work enthusiasm so employees are willing to cooperate and integrate their efforts to achieve satisfaction (Hasibuan, 2017).	Fair and proper wages; opportunity for advancement; individual recognition; job security; good workplace; group acceptance; fair treatment; recognition of achievement

Measurement scale for all variables: ordinal.

The research instrument was tested through a validity test (comparing the calculated r-value with the table r-value) and a reliability test (a minimum Cronbach's Alpha value of 0.60). Data were analyzed through: (1) descriptive analysis using the Respondent Achievement Level (TCR); (2) classical assumption tests, including normality (Kolmogorov-Smirnov), multicollinearity (tolerance and VIF values), and heteroscedasticity (scatterplot); (3) multiple linear regression analysis with the equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$; (4) the coefficient of determination (R^2) test; and (5) hypothesis testing through the t-test (partial) and F-test (simultaneous) at a 5% significance level, using SPSS.

Results and Discussion

Validity and Reliability Test

All statement items for the four variables were declared valid, as the calculated r-value was greater than the table r-value (0.2404). The reliability test results show that all variables had a Cronbach's Alpha value above 0.60, so the instrument is declared reliable, as summarized in Table 4.

Table 4. Summary of Validity and Reliability Test Results

Variable	Number of Items	r-value Range	Cronbach's Alpha	Description
Leadership Style (X1)	12	0.426 – 0.860	0.924	Valid & Reliable
Reward (X2)	10	0.554 – 0.840	0.891	Valid & Reliable
Punishment (X3)	8	0.547 – 0.865	0.887	Valid & Reliable
Work Motivation (Y)	16	0.517 – 0.854	0.942	Valid & Reliable

Source: Processed data, 2023. Table r-value = 0.2404.

Respondent Characteristics

The characteristics of the 67 study respondents are summarized in Table 5. The majority of respondents were male (97.0%), aged 21–30 years (35.8%), had a senior high school education (73.1%), had 6–10 years of tenure (38.8%), and held contract employee status (59.7%).

Table 5. Respondent Characteristics

Characteristic	Dominant Category	Number	Percentage
Gender	Male	65	97.0%
Age	21–30 years	24	35.8%
Education	Senior high school	49	73.1%
Tenure	6–10 years	26	38.8%
Employment status	Contract	40	59.7%
Reward history	Never received	60	89.6%
Punishment history	Never received	64	95.5%

Source: Primary data processed, 2023 (n = 67).

Descriptive Analysis (Respondent Achievement Level)

The calculated Respondent Achievement Level (TCR) for each variable shows that all variables fall into the “good” category, as presented in Table 6.

Table 6. Respondent Achievement Level (TCR) by Variable

Variable	Mean Score	TCR (%)	Category
Leadership Style (X1)	4.00	80.07	Good
Reward (X2)	3.96	79.12	Good
Punishment (X3)	4.03	80.56	Good
Work Motivation (Y)	4.03	80.70	Good

Source: Processed questionnaire data, 2023.

The high TCR for the leadership style variable indicates that the company's leaders are perceived as effective in directing and motivating employees. The TCR for *reward*, while still in the good category, is slightly lower than the other variables, consistent with the finding that bonus payments are often untimely. The high TCR for *punishment* reflects the application of sanctions perceived by employees as fair and proportionate.

Classical Assumption Tests

The Kolmogorov-Smirnov normality test produced a Z value of 0.585 and an Asymp. Sig. (2-tailed) value of 0.884 (> 0.05), indicating that the residual data are normally distributed. The multicollinearity test in Table 7 shows that the VIF values for all independent variables are below 10 and the tolerance values are above 0.1, so the regression model is free from multicollinearity.

Table 7. Multicollinearity Test Results

Variable	Tolerance	VIF
Leadership Style (X1)	0.156	7.770
Reward (X2)	0.125	8.029
Punishment (X3)	0.249	1.220

Source: Processed data, 2023.

The heteroscedasticity test using a scatterplot (Figure 2) shows that the data points are randomly scattered above and below zero on the Y-axis without forming a discernible pattern, so it is concluded that no heteroscedasticity occurs in the regression model.

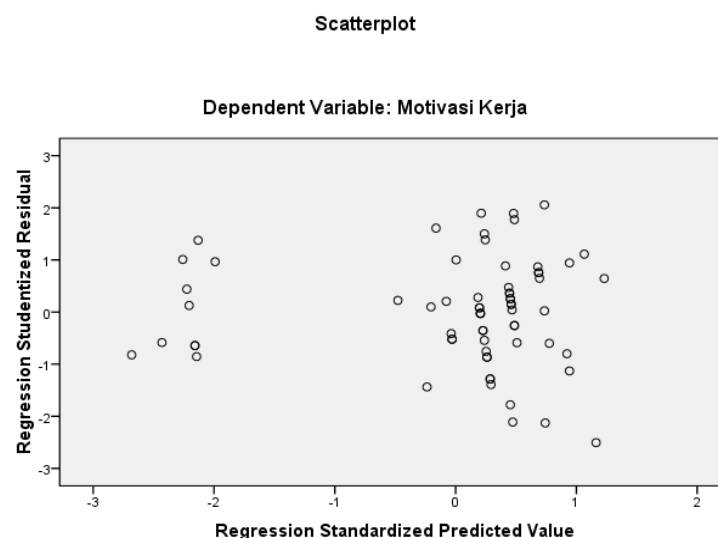


Figure 2. Scatterplot for the Heteroscedasticity Test

Multiple Linear Regression Analysis and Hypothesis Testing

The multiple linear regression analysis produced the equation $Y = 1.013 + 0.305X_1 + 0.053X_2 + 1.450X_3$, as detailed in Table 8. The positive constant of 1.013 indicates that in the absence of the three independent variables, work motivation would be at this baseline value. The regression coefficients for all three independent variables were positive, with *punishment* contributing the largest coefficient (1.450), followed by leadership style (0.305) and *reward* (0.053).

Table 8. Multiple Linear Regression and t-Test Results

Variable	B	t-value	Sig.	Description
Constant	1.013	1.925	0.059	–
Leadership Style (X1)	0.305	6.742	0.000	Significant
Reward (X2)	0.053	1.486	0.142	Not significant
Punishment (X3)	1.450	20.167	0.000	Significant

Source: SPSS processed data, 2023. Table t-value = 1.99714; $\alpha = 0.05$.

Table 9. F-Test and Coefficient of Determination Results

F-value	Sig.	Adjusted R ²
4994.25	0.000	0.996 (99.6%)

Source: SPSS processed data, 2023. Table F-value = 2.75.

The t-test results show that leadership style has a calculated t-value of 6.742 > table t-value of 1.99714, with a significance of 0.000 < 0.05, so H1 is accepted: leadership style has a positive and significant effect on work motivation. This result is consistent with Nugraha (2014), who also found a significant effect of leadership style on work motivation.

The *reward* variable has a calculated t-value of 1.486 < table t-value of 1.99714, with a significance of 0.142 > 0.05, so H2 is rejected: *reward* has no significant effect on work motivation. This finding is consistent with Kentjana and Nainggolan (2018) and Tahupia et al. (2019), and is presumably related to the company's untimely and inconsistent bonus payment system.

The *punishment* variable has a calculated t-value of 20.167 > table t-value of 1.99714, with a significance of 0.000 < 0.05, so H3 is accepted: *punishment* has a positive and significant effect on work motivation. This result supports the findings of Pradnyani (2020), Wirawan (2018), and Purwanto (2014).

The F-test produced a calculated F-value of 4994.25 > table F-value of 2.75, with a significance of 0.000 < 0.05, so H4 is accepted: leadership style, *reward*, and *punishment* simultaneously have a significant effect on work motivation, contributing 99.6% (Adjusted R² = 0.996), while the remaining 0.4% is influenced by other variables outside the model, such as the work environment. This finding is consistent with Febrianti (2014) and Purwanto (2014), who also found a significant simultaneous effect of these three variables on work motivation.

Implication and Conclusion

Conclusion

Based on the analysis and discussion, it can be concluded that: (1) leadership style has a positive and significant effect on the work motivation of employees at PT Rohul Sawit Industri, Rokan Hulu Regency; (2) *reward* has no significant effect on work motivation; (3) *punishment* has a positive and significant effect on work motivation; and (4) leadership style, *reward*, and *punishment* simultaneously have a positive and significant effect on work motivation, contributing 99.6%.

Implications

For the management of PT Rohul Sawit Industri, these findings underscore the importance of consistent, participatory leadership as well as the timely and consistent application of *punishment* as key levers of work motivation, while the *reward* system needs to be evaluated and improved to achieve an optimal impact. For employees, the findings provide an understanding of the factors that influence their work motivation. For the oil palm plantation industry more broadly, these findings may serve as a reference in designing human resource policies. For future research, it is

recommended that the model be expanded with other variables, such as work environment or organizational culture, given that the variables in this study explain 99.6% of the variance in work motivation.

Recommendations

Company leaders are advised to assign responsibilities appropriate to employees' abilities and interests and to provide sufficient autonomy in decision-making within their scope of work. The company needs to be more objective and consistent in granting *rewards* to foster healthy competition, and should better communicate its *punishment* policy so that it functions optimally as a behavioral control tool. Future research is advised to broaden the research object and include additional variables that influence work motivation.

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