

**THE INFLUENCE OF LEADERSHIP STYLE AND REWARD SYSTEM ON EMPLOYEE PERFORMANCE AT PT. PERTAMINA GEOTHERMAL ENERGY AREA LAHENDONG****PENGARUH GAYA KEPEMIMPINAN DAN SISTEM REWARD TERHADAP KINERJA KARYAWAN PT. KAWASAN ENERGI PANAS BUMI PERTAMINA LAHENDONG**

By:

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**Abstract:** To achieve company goals, of course, employees are required to maximize their performance. Performance is something that cannot be separated from the company. Employees are required by the company to be able to contribute or perform well and must also be able to increase productivity within the company because the progress or failure of a company depends on employee performance. In this study, the researchers' objective aligns with those of causal study which is to discover whether or not each of the independent variable components affect the mediating variable and thus the dependent variable. From the perspective of analysis and data collection method, researchers will be using a quantitative data analysis. The purpose of this study is researcher want to examine the influence of leadership style and reward system on employee performance at PT. Pertamina Geothermal Energy Area Lahendong. The data used in this study are primary data of 78 respondents with a questionnaire or questionnaire method. This study using a quantitative method. The method used to examine relationship between the independent variable and the dependent variable is a multiple linear regression method and classical assumption test. The result of this study, indicate that Leadership Style and Reward System partially and simultaneously had a positive and significant effect on Employee Performance at PT. Pertamina Geothermal Energy Area Lahendong.

**Keywords:** human resources management, leadership style, reward system, employee performance.

**Abstrak:** Untuk mencapai tujuan perusahaan, tentunya karyawan dituntut untuk memaksimalkan kinerjanya. Kinerja merupakan sesuatu yang tidak dapat dipisahkan dari perusahaan. Karyawan dituntut oleh perusahaan untuk dapat memberikan kontribusi atau kinerja yang baik dan juga harus dapat meningkatkan produktivitas di dalam perusahaan karena maju tidaknya suatu perusahaan tergantung pada kinerja karyawan. Dalam penelitian ini, tujuan peneliti sejalan dengan penelitian kausal yaitu untuk mengetahui apakah masing-masing komponen variabel independen mempengaruhi variabel mediasi dan dengan demikian variabel dependen atau tidak. Dari perspektif analisis dan metode pengumpulan data, peneliti akan menggunakan analisis data kuantitatif. Tujuan penelitian ini adalah peneliti ingin menguji pengaruh gaya kepemimpinan dan sistem penghargaan terhadap kinerja karyawan pada PT. Pertamina Geothermal Energy Area Lahendong. Data yang digunakan dalam penelitian ini adalah data primer sebanyak 78 responden dengan metode angket atau angket. Penelitian ini menggunakan metode kuantitatif. Metode yang digunakan untuk menguji hubungan antara variabel bebas dan variabel terikat adalah metode regresi linier berganda dan uji asumsi klasik. Hasil penelitian ini menunjukkan bahwa Gaya Kepemimpinan dan Sistem Penghargaan Secara Parsial dan Simultan berpengaruh positif dan signifikan terhadap Kinerja Karyawan pada PT. Pertamina Geothermal Energy Area Lahendong.

**Kata Kunci:** manajemen sumber daya manusia, gaya kepemimpinan, sistem penghargaan, kinerja karyawan.

## INTRODUCTION

### Research Background

In the era of modern technology and the changing nature of workers today, every organization or company is required to be able to compete cooperatively in order to survive and continue to grow. The progress of an organization or company cannot be separated from the existence of adequate and competitive human

resources. Human resources currently remain the center of attention and focus for an organization or company to be able to survive in the era of globalization which is accompanied by a fierce level of competition. Every organization in achieving the goals is expected to be able to manage and develop the resources and the most important resource is human resources. To achieve company goals, of course, employees are required to maximize their performance. Performance is something that cannot be separated from the company. Employees are required by the company to be able to contribute or perform well and must also be able to increase productivity within the company because the progress or failure of a company depends on employee performance. Employee performance is one of the main factors that can affect the progress of the company. The higher or better the employee's performance, the company's goals will be more easily achieved, and vice versa if the employee's performance is low or not good then the goals will be difficult to achieve and also the results received will not be as desired from the company.

Employee performance must be maintained and even improved in order to be better in order to help the organization achieve the desired goals. Employees are required by the company to display optimal performance, because the good or bad performance achieved by employees will affect the company's overall performance. An employee needs a leader in influencing his performance. So it takes a leadership style that is able to carry out its duties as a leader and is able to direct employees in improving the performance of their employees so that organizational goals can be achieved in accordance with the vision and mission that have been determined by the leadership. A leader has a central role in achieving organizational goals, so a leader will be recognized as a leader if he is able to influence and direct his subordinates to achieve organizational goals. Leadership in organizations is directed at influencing the people they lead to act as expected or directed by others they lead (Sutikno, 2016:16). If the role of the leader is good, then the employee concerned will have good performance. According to Hasibuan (2016:13), a leader is someone who uses his leadership authority to direct others and is responsible for that person's work in achieving a goal. Objectively someone's leadership will emerge if there is motivation, confidence, and can provide a good assessment of employee performance in making decisions.

In achieving the company's goals, quality human resources (employees) are needed. To help employees achieve effective performance, companies need to pay attention to several things, one of which is the provision of rewards. According to Moorhead & Griffin (2013) awards or rewards include many incentives provided by organizations to employees as part of a psychological contract. Apart from being a form of remuneration, the provision of rewards is also needed as a motivation or incentive so that employees are encouraged to perform better. The quality or performance of employees must always be maintained and improved, one of which is the application of a reward system for employees who have contributed materially and non-materially, of course, the awarding must be in accordance with the standard of achievement. set by management. To improve effective performance, organizational institutions can pay attention to the most important thing, namely meeting the needs of their employees. Giving rewards is one of the main things that must be considered by companies. In a company, it is very necessary to have an award program, because this program is an important part of many company work programs. Awards (rewards) have various types and forms depending on the time, place, for whom, and on what basis the award (reward) will be given. In response to this, the human resources department must always act dynamically and flexibly based on data and facts, in order to take the right decisions and actions. Because the issue of rewards also plays a big role in improving employee performance.

PT Pertamina Geothermal Energy as a subsidiary of PT Pertamina (Persero) which is engaged in the distribution of geothermal energy and is a company owned by the Ministry of SOEs. PT Pertamina Geothermal Energy in the Lahendong area has been operating since 2001 and has 2 work areas located in Lahendong Village, South Tomohon District, Tomohon City and Tompasso District, Minahasa Regency. There are 78 permanent workers and 213 contract workers. The problem that occurs in the company is employees not paying attention to their duties and work functions, employees are not fully able to complete tasks on time and lack of openness and communication between employees and employee with leadership. Based on the description above, the researchers wants to examine the influence of leadership style and reward system on employee performance at PT. Pertamina Geothermal Energy Area Lahendong.

### **Research Objectives**

1. Describe and analyze the Influence of leadership style on employee performance at PT. Pertamina Geothermal Energy Area Lahendong.
2. Describe and analyze the Influence of the reward system on employee performance PT. Pertamina Geothermal Energy Area Lahendong.
3. Describe and analyze the Influence of leadership style and reward system on employee performance at PT. Pertamina Geothermal Energy Area Lahendong

## THEORETICAL FRAMEWORK

### Human Resources Management

Human resource management is closely related to the management of human resources in the company. Humans are one of the factors of production that must receive special attention from the company because humans are the driving force of company activities, so resource management focuses on employee problems. Human Resource Management is a planning, organizing, coordinating, selecting, developing, maintaining and using human resources, to achieve individual and organizational goals.

### Leadership Style

Leadership is the ability to give constructive influence to others to carry out a cooperative effort to achieve the goals that have been planned (Kartono, 2003:153).

### Reward System

Shields (2020) states that rewards can be something tangible or intangible that organizations give to employees either intentionally or unintentionally as a reward for employee potential or contributions to a good job, and for employees who apply values positive as satisfying certain needs.

### Employee Performance

Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time (Hasibuan, 2014: 154). Employee performance is the result of work that will be achieved by employees in carrying out their work or duties in an organization.

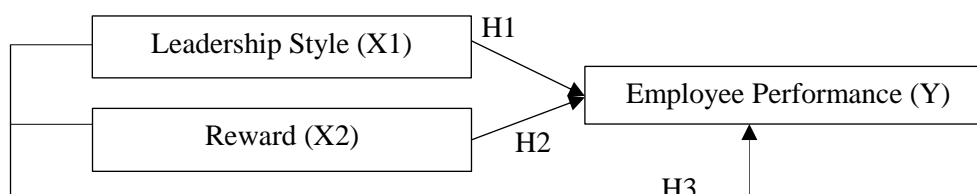
### Previous Research

Syafii et al. (2015) determined the influence and role of the independent variables, namely leadership style, corporate culture and employee motivation on employee performance. Furthermore, another purpose of this experiment is to determine the role of corporate culture and employee motivation as a mediating variable of leadership style related with the employee performance.

Wen et al. (2019) conducted to discover the relationship between leadership styles and employees' job performances. Specifically, this paper aims to identify the degree of influence among the three types of leadership styles namely, transformational leadership, transactional leadership, and thought leadership on employees' job performances in the Malaysian private sector. This article also aimed to provide an alternative view that distinguishes from previous researches which focus on different leadership styles used by managers to improve employees' job performances in different settings. A conceptual framework has been developed to examine the impact of the three types of leadership styles on employees' job performances

Noorazem, Sabri, and Nazir (2021) investigated the effects of a reward system in an organization on employee performance. The variable tested in this study includes salary, bonuses, appreciation and medical benefits. This study adopted a quantitative approach where 132 sets of questionnaires were distributed to the participants selected using convenience sampling. Data were then analyzed using SPSS software and a few analyses were carried out such as correlations analysis and regression analysis. The results show that all variables have a significant impact on employees' performance. The results of this study can be used by the organization to improve its reward system and to ensure it could help in increasing the employees' performance.

### Conceptual Framework



**Figure 1. Conceptual Framework**

Source: Data Processed, 2022

### Research Hypothesis

H<sub>1</sub>: Presumably that partially Leadership Style effected on Employee Performance.

H<sub>2</sub>: Presumably that partially Reward System effected on Employee Performance.

## RESEARCH METHOD

### Research Approach

This research is quantitative method. According to Creswell (2009), quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures.

### Population and Sample

The population in this study were all permanent employees of PT. Pertamina Geothermal Energy Lahendong Area with a total of 79 employees. Calculation of the sample using non-probability sampling method and purposive sampling is used for the selection of respondents. Elements or members of the population selected as samples are based on subjective criteria that have been planned by the researcher. The total sample is 78.

### Data Collection Method

In this study, the researcher used a closed questionnaire, which is a closed questionnaire that has provided answer choices to be chosen by the research object. Data collection is done by giving a set of questions and written statements to respondents to answer. For the distribution of questionnaires directly to respondents, the distribution of the questionnaire will use an online questionnaire or a Google form and 78 questionnaires will be distributed.

### Operational Definition of Research Variable

**Table 1. Operational Definition and Indicator of Research Variable**

Variables	Operational Definition	Indicators
Leadership Style (X <sub>1</sub> )	Leadership Style is how to lead, the leadership of PT. Pertamina Geothermal Energy Lahendong Area.	- Intelligence - Maturity and Freedom of Social Relations - Self-motivation and drive for achievement - Attitudes of Human Relations
Reward (X <sub>2</sub> )	Reward (X <sub>2</sub> ) is a gift, awards, and incentive which is an award in the form of material or non-material given by the company to the employees.	- Salary and Bonus - Welfare - Career Development - Psychological and Social Awards
Employee Performance (Y)	Employee performance (Y) is quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.	- Quality - Quantity - Timeliness - Relationship between individual (Interpersonal Impact)

Source: Data Processed, 2022

## RESULT AND DISCUSSION

### Result

#### Validity and Reliability Test

##### Validity Test

This research uses the Pearson Correlation formula. The purpose of the validity test is to know whether the instrument is valid or not. If the correlation coefficient between the value of one indicator and the total value of all indicators is positive and  $\geq R_{table}$  (0.217) then the instrument is considered as valid. From the results of the data processing below, it can be seen that all variable dimensions have a value of more than 0.217 or a minimum of 0.217, so it is said that the instrument used in this study is valid.

**Table 2. Validity Test**

Variable	Item	R <sub>Value</sub>	Status
Leadership Style (X <sub>1</sub> )	X <sub>1.1</sub>	0,830	Valid
	X <sub>1.2</sub>	0,859	Valid
	X <sub>1.3</sub>	0,809	Valid
	X <sub>1.4</sub>	0,864	Valid
	X <sub>1.5</sub>	0,791	Valid
	X <sub>1.6</sub>	0,821	Valid
	X <sub>1.7</sub>	0,846	Valid
	X <sub>1.8</sub>	0,802	Valid
	X <sub>1.9</sub>	0,851	Valid
	X <sub>1.10</sub>	0,871	Valid
Reward System (X <sub>2</sub> )	X <sub>2.1</sub>	0,742	Valid
	X <sub>2.2</sub>	0,820	Valid
	X <sub>2.3</sub>	0,781	Valid
	X <sub>2.4</sub>	0,859	Valid
	X <sub>2.5</sub>	0,814	Valid
	X <sub>2.6</sub>	0,771	Valid
	X <sub>2.7</sub>	0,896	Valid
	X <sub>2.8</sub>	0,771	Valid
	X <sub>2.9</sub>	0,846	Valid
	X <sub>2.10</sub>	0,840	Valid
Employee Performance (Y)	Y <sub>.1</sub>	0,799	Valid
	Y <sub>.2</sub>	0,782	Valid
	Y <sub>.3</sub>	0,821	Valid
	Y <sub>.4</sub>	0,823	Valid
	Y <sub>.5</sub>	0,778	Valid
	Y <sub>.6</sub>	0,745	Valid
	Y <sub>.7</sub>	0,719	Valid
	Y <sub>.8</sub>	0,837	Valid
	Y <sub>.9</sub>	0,825	Valid
	Y <sub>.10</sub>	0,674	Valid

Source: SPSS Output (2022)

### Reliability Test

The reliability test is used to measure the extent to which an instrument and information can be trusted and in this study, the Cronbach Alpha formula or value is used where if the value is > 0.6, the questionnaire data is declared reliable or consistent, and the higher the value, the status of the questionnaire is declared the more consistent or stronger.

**Table 3. Reliability Test**

No.	Variables	Standard Deviation	Cronbach's Alpha
1	Leadership Style	0,60	0,787
2	Reward System	0,60	0,784
3	Employee Performance	0,60	0,782

Source: SPSS Output (2022)

Table 3 shows the Cronbach's Alpha values of all indicators are above 0.60, it means that all the variables (leadership style, reward system, and employee performance) in this research are considered reliable and can be used to retrieve data.

### Multiple Regression Analysis

Recall that the Multiple Linear Regression model is used to determine the effect of several independent variables on a dependent variable. The computation was done using SPSS 25 software. The computerized calculation ensures the accuracy of the analysis. From the result in the table above, the model define as:

$$Y = 1.839 + 0.326 X_1 + 0.262 X_2 + e$$

Multiple regression analysis is used to determine the effect of the independent variables on dependent variable. The multiple linear regression equation can be interpreted as follows:

- Constant value of 1.839 means that in a condition of *ceteris paribus*, if all independent variables equal to zero, then Employee Performance (Y) as dependent variable will be 1.839.
- X1's coefficient value of 0.326 means that if there is one unit increase in Leadership Style (X1) then employee performance (Y) will improve and increase by 0.326
- X2's coefficient value of 0.262 means that if there is one unit increase in Reward System (X2) then employee performance (Y) will improve and increase by 0.262

**Table 4. Multiple Linear Regression Results**

Model		Coefficient <sup>s</sup>					Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients		T	Sig.	Tolerance	VIF
		B	Std. Error	Beta					
1	(Constant)	1.839	2.709			6.792	.000		
	X1	.326	.085	.430		3.844	.000	.499	2.003
	X2	.262	.082	.359		3.210	.000	.499	2.003

a. Dependent Variable: y

Source: SPSS Output (2022)

### Hypothesis Testing

#### Partial Test (T-Ttest Result)

**Table 5. Partial Test (T-Ttest Result)**

Variable	Tcount	Ttable	Description
Leadership Style (X <sub>1</sub> )	3.844	1.992	Accepted
Reward System (X <sub>2</sub> )	3.210	1.992	Accepted

Source: Data Processed, 2022

Table 5 shows the result of T-Test as follows:

1. The value of t-count of X1 is 3.844 with the level significant of 0.000. Since the value of tcount = 3.844 < ttable = 1.992 meaning that H2 is Accepted. Sig < 0.05 means that the confidence of this prediction is above 95% and the probability of this prediction errors is below 5% which is 0.000. The result of this declares that X1 (Leadership Style) partially have a significant effect.
2. The value of t-count of X2 is 3.210 with the level significant of 0.000. Since the value of tcount = 3.210 > ttable = 1.992 meaning that H3 is accepted. Sig < 0.05 means that the confidence of this prediction is above 95% and the probability of this prediction errors is below 5% which is 0.000. The result of this declares that that X2 (Reward System) partially have a significant effect.

### Simultaneous Test (F-Test Result)

**Table 6. Simultaneous Test (F-Test Result)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1070.505	2	535.253	72.455	.000 <sup>b</sup>
	Residual	443.241	60	7.387		
	Total	1513.746	62			

Source: Data Processed, 2022

Table 6 shows that the result of F-test in ANOVA output uses the level of significance of 5% ( $\alpha=0.05$ ). On the table, the significant level is 0.000 means below 0.05. Degree of freedom (df) of 2:78, the value of F count from the table above is 72.455, and the F table is 3.11. The result shows that  $72.455 > 3.11$ , Fcount > Ftable. Based on the result, it shows that Leadership Style (X1) and Reward System (X2) as independent variables have significant influence simultaneously on Employee Performance (Y) as dependent variable.

### Discussion

This study was analyzed using multiple linear regression analysis. In the multiple regression method,

the regression procedure must divide the variables into two types, namely the dependent variable and the independent variable. To get accurate results from the multiple linear regression method, the purpose of this study is to analyze the effect of Leadership Style ( $X_1$ ), Reward System ( $X_2$ ), as the independent variable, Employee Performance ( $Y$ ) as the dependent variable. The results of this study indicate that based on hypothesis testing using the F-test, it is proven that there is a linear relationship between the independent variable and the dependent variable simultaneously. It also shows that based on hypothesis testing using t-test, from the significance value it can be seen that all the variables individually have a significant effect.

### **Leadership Style and Employee Performance**

The leadership style of a leader is an important factor for the progress of the company. Although it is an important factor that determines the progress of a company, it can also affect employees, not all leadership styles can guarantee the welfare of all employees. A leader has a central role in achieving organizational, Leadership style is behavior and strategy as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. There are 4 important aspects of leadership style that can affect employees used in this study, namely: First is Intelligence is leaders have a higher level of intelligence than those they lead, Second is Maturity and Freedom of Social Relations is Leadership tends to be mature and emotionally stable and has a broad concern for social activities, Third is Self-Motivation and Drive for Achievement is leaders have a relatively strong motivation for achievement, fourth is attitudes of human relations is a successful leader is willing to acknowledge the cost of the factors that influence leadership style, Based on these factors, it is clear that the success of leaders in their activities is influenced by factors that can support the success of a leadership, therefore a goal will be achieved if there is harmony in the relationship or good interaction between the leader and subordinates. The results of this study indicate that Leadership Style has a significant effect on employee performance so it can be concluded that the role of the leader is one of the main factors that can improve employee performance, so the leader must plan the right strategy in running the organization, reviewing the performance of each individual, so that the leader knows what to do can make employee performance optimal. Some studies support that leadership style has an effect on employee performance such Olabode, Bakare, and Iheonunekwu (2020); Nawoselng'ollan and Roussel (2017).

### **Reward System and Employee Performance**

The reward system variable has a significant effect on employee welfare based on the results of the SPSS calculation above. These results indicate that the better the reward system implemented at PT. Pertamina Geothermal Energy Lahendong Area, employee performance will increase. The reward system that has a strong influence on employee performance will definitely affect employee performance and loyalty directly to the company, because if employee performance and achievements are appreciated and given proper awards by the company, it will be very good. A sustainable factor for employees to compete with each other in terms of the best performance and maximum results for the company which will certainly be a win and win solution for both parties, namely the company and its employees. However, if the reward system implemented and given by the company does not support employee performance, it is not in accordance with the work that has been done, then the employee will definitely feel hopeless and unmotivated to do his job well. The correlation between the reward system and employee performance is a positive relationship. This result is in line with previous research of Kalangulla (2015) that reward affects employee performance. Therefore, it is very important for company to pay attention to how they reward their employees to improve performance, but often non-financial rewards are ignored. Companies must be able to maintain and even improve the reward system that has been implemented well, so that the results that can be seen in this study are a positive and significant influence on most of their employees to stay motivated and the welfare of employees who have worked according to their respective job desks for the betterment of the company.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

1. The results shows that Leadership Style partially has positive and significant effect on Employee Performance at PT. Pertamina Geothermal Energy Area Lahendong
2. The results shows that Reward System partially has positive and significant effect on Employee Performance at PT. Pertamina Geothermal Energy Area Lahendong
3. The results shows that Leadership Style and Reward System simultaneously had a positive and significant

### Recommendation

1. It was found that leadership style has a direct effect on employee performance, so it can be concluded that the role of the leader is one of the main factors that can improve employee performance, so the leader must plan the right strategy in running the organization, reviewing the performance of each individual, so that the leader know what can make employee performance less than optimal.
2. Companies must be able to maintain and even improve the reward system that has been implemented well, so that the results that can be seen in this study are a positive and significant influence on most of their employees to stay motivated and the welfare of employees who have worked according to their respective job desks for the betterment of the company.
3. The author hopes that this research can be a reference for other researchers who will conduct research with the object, and also as a suggestion for further research to be able to obtain better final results, namely to be developed or adding other related variables regarding employee welfare that have not been studied.

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