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SERVANT LEADERSHIP AND EMPLOYEE PERFORMANCE: JOINT EFFECTS OF REWARD AND PUNISHMENT SYSTEMS AT DOUBLE R GARMENT, DENPASAR, BALI

Ni Kadek Mirayani[1*], Ni Made Dwi Puspitawati[2], Tiara Carina[3]

[1,2,3]Universitas Mahasaraswati Denpasar, Bali, Indonesia
*correspondence: mirayani2002@gmail.com

ABSTRACT

In this era of globalization, employee performance is important for every organization to achieve its goals. Human resources are the most important asset for every organization; without human resources, the entire organizational system cannot run smoothly. High-quality human resources are a key factor for an organization, enabling employees to make a significant contribution to the success and growth of the organization. This study aims to examine the influence of servant leadership, rewards, and punishments on the performance of Double R Garment employees. The sample in this study consisted of all 35 employees of Double R Garment Denpasar. The research sample was saturated sampling. The data analysis technique used was regression analysis. The results of the study indicate that servant leadership and punishment simultaneously and partially have a significant effect on the performance of Double R Garment Denpasar employees.

Keywords: servant leadership, reward, punishment, employee performance

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1. INTRODUCTION

The success of a company in achieving its goals is highly dependent on its human resources. Human resources are the only assets that have the ability to think, feel, desire, skill, knowledge, motivation, and energy. All of these potentials play an important role in supporting the company to achieve its goals. Rachelline et al. (2022) revealed that human resources have a very significant role in an organization. Therefore, companies are required to have quality human resources. Skilled human resources and professional performance can be the main drivers of a company's success. Therefore, companies are responsible for improving employee performance by strengthening their abilities and creating a motivating atmosphere so that employees remain committed to the company. Employee commitment can be achieved if a company gives sincere attention to each employee, rather than focusing solely on business progress.

According to Akbar et al (2020), employee performance is a measure of the contribution made by workers. There are two categories of employee performance, namely good performance and poor performance, which can be evaluated on an individual basis. This performance is influenced by the company and serves as a benchmark for assessing work results. Employee performance greatly influences the progress and development of a company.

Merliyani et al. (2024) argue that one factor that influences employee performance is leadership style. There are many types of leadership styles, one of which is servant leadership. According to Wollah et al. (2020), servant leadership is a type of leadership that emphasizes morality, creates a relaxed and distinctive organizational environment, provides aesthetic professionalism to employees, and views employees as the company's greatest and most valuable asset. Leaders with this style always prioritize the interests of their followers. The servant leadership approach focuses more on attitude, ethics, and setting an example in implementing culture within an organization. Employees led by a servant leader tend

to provide quality service, contribute to the company's success, and establish close relationships with the organization as a result of the recognition they receive (Agatha & Go, 2021). The results of the same research by Prasetyono & Ramdayana (2020); Alviani, et al. (2021); Rahayu (2019) prove that servant leadership has a positive and significant effect on employee performance. However, in contrast to the research conducted by Sahem et al. (2021) and Hariyono & Andreani (2020), which proves that servant leadership has a negative and significant effect on employee performance.

Pradnyani, et al. (2020) state that rewards are a form of appreciation, recognition, and status enhancement given to individuals who demonstrate above-average performance. Rewards serve as tangible motivation and have long been used by companies and government agencies to give positive recognition to recipients. Rewards can take the form of salary increases, promotions, social status, or becoming role models. This is one of the main reasons that encourage many people to work to their full potential, give their best, and show full commitment to their work. These results are supported by research conducted by Rifaldi (2021); Mora et al. (2019); Ferdinand & Satibi (2021) that rewards have a positive and significant effect on employee performance. However, the results are not in line with the research conducted by Adityarini (2022) and Syafiq, et al. (2021), which found that rewards have a negative and significant effect on employee performance.

Sagita (2020) states that a leader must be able to closely supervise their team, including improving discipline by imposing fair punishment on employees to ensure the company's sustainability. Tafsil, et al. (2019) define punishment as a penalty or sanction that is usually imposed when a target is not met. When administered appropriately and wisely, punishment can serve as an effective motivational tool to improve employee performance. The imposition of punishment in any company must be carefully considered; if not administered wisely, punishment can cause negative reactions such as decreased motivation, dissatisfaction, or even feelings of being unappreciated among employees. Unfair or excessive punishment can damage the relationship between superiors and subordinates, as well as create a tense and unproductive work climate. This statement is supported by research conducted by Latiep, et al. (2022); Ramadanita, et al. (2021); Sunaryo (2022) that punishment has a positive and significant effect on employee performance. However, the results are not in line with the research conducted by Pratama & Handayani (2022) and Pratama & Sukarno (2021), which states that punishment has a negative and significant effect on employee performance.

This research was conducted at Double R Garment, which was founded in 2010 by Mrs. Nyoman Suryawati in a small house on Jalan Pulau Belitung No. 35B, Pedungan, South Denpasar. Initially, the company only had three sewing machines and served clothing orders from the surrounding area, mainly school uniforms and work clothes. By prioritizing neatness and punctuality, this business gained the trust of local customers. Despite its small scale, Double R Garment continues to focus on quality and personalized service. To date, Double R Garment continues to strive to evaluate and improve itself in order to become much better at competing in the market.

Table 1. Achievement of Work Targets Double R Garment 2023

No	Month	Target (millions)	Actual (millions)	Percentage Actual (3:2x100%)
1	January	3,000	3,250	108.34%
2	February	3,000	2,160	72.00%
3	March	3,000	2,550	85.00%
4	April	3,000	2,100	70.00%
5	May	3,000	2,165	72.17%
6	June	3,000	2,700	90.00%
7	July	3,000	2,083	69.43%
8	August	3,000	3,000	100.00%

9	September	3,000	2,188	72.93%
10	October	3,000	2,373	79.10%
11	November	3,000	1,134	71.13%
12	December	3,000	3,000	100.00%
	Amount	36,000	28,703	82.51%

Source: Double R Garment, 2024

Table 1. shows the achievement of Doubel R Garment's target for 2023 of IDR 36,000,000 with a realization of IDR 28,703,000 during 2023, an average target realization of 82.51%. This shows that the company's production target has not been fully realized. This has caused various negative impacts that affect business performance and sustainability. One of the impacts is a decline in revenue because the company has failed to meet market demand, thereby reducing sales potential.

Servant leadership, rewards, and punishments for employee performance at Double R Garment must be monitored because they have a significant impact on employee performance. There are problems with servant leadership, namely that their needs are not prioritized by management. During working hours, management only stands by and watches without helping employees who are struggling with their work, and management lacks communication and is not friendly toward employees. There are problems with rewards, namely that when the company achieves its production targets, it does not reward employees on time as agreed initially. There are problems with punishment, namely that Double R Garment is lenient towards employees who arrive late for various reasons, employees lack discipline, such as many employees being absent from work without explanation and not contacting the company when absent, and the punishment given for making a mistake is relatively minor.

Based on this phenomenon, the researcher was interested in conducting research on "The Influence of Servant Leadership, Rewards, and Punishments on Employee Performance at Double R Garment, Denpasar, Bali."

LITERATURE AND HYPHOTHESIS

Balance Theory

Adams (1963) presented a theory of equity that emphasizes that humans basically want equal or balanced treatment, which is related to satisfaction in relationships associated with perceptions of equal or balanced distribution of resources. Wexley & Yulk (2003) state that employee performance is an implementation of the equity theory, which reveals that an individual will perform optimally when he or she receives balanced rewards and punishments and receives support (servant leadership) in carrying out work fairly and wisely.

Servant Leadership

According to Patterson (2019), servant leadership is leadership that focuses on followers, serves wholeheartedly, and cares about the surrounding conditions. Visionary servant leaders are also able to understand their followers and help them develop a sense of purpose, direction, dignity, and clarity. Dadiara (2023) emphasizes that servant leadership must be able to meet the needs of both inside and outside the organization. Leaders who focus on service will influence a person's perspective, through which it is hoped that superiors in the company can adopt a way of thinking that focuses on serving others. Servant leadership also enhances ethical growth and cooperation within a team. When a superior prioritizes the interests of others over their own, it indicates that the superior possesses the characteristics of servant leadership. According to Patterson (2019), there are seven indicators of servant leadership, namely Emotional Healing, Creating Value for The Community, Conceptual Skills, Empowerment, Helping Subordinates Grow & Succeed, Putting Subordinates First, and Behaving Ethically.

Reward

According to Apriyant, et al (2020), rewards include significant benefits provided by companies to employees as an unwritten contract. Rewards fulfill some of the needs that employees seek to achieve through their decisions regarding work-related behavior**.** In addition to rewards as compensation, rewards are needed as motivators and stimulants to encourage individuals to improve their performance. Kadarisman (2021) states that rewards are all types of compensation, both cash and other benefits, that employees receive for their contributions to the organization**.** According to Kadarisman (2021), there are five indicators of rewards, namely salary, incentives, allowances, interpersonal rewards, and promotions.

Punishment

The term "punishment" means reward and sanction. According to Pradnyani et al. (2020), punishment refers to sanctions aimed at correcting the behavior of employees who violate rules, ensuring discipline in accordance with company regulations, and offering lessons to employees who make mistakes. According to Suparmi &Setiawan (2019), punishment is a sanction aimed at improving the performance of employees who make mistakes, ensuring that all parties comply with applicable rules, and teaching lessons to employees who make mistakes. According to Suparmi & Setiawan (2019), there are five indicators of punishment, namely verbal reprimands, written reprimands, salary reductions, postponement of promotions, dismissal from position, and termination of employment.

Employee Performance

Maryati (2020) states that employee performance refers to a certain level of achievement in work, programs, or policies that are in line with the company's goals, vision, mission, and objectives.According to Budiasa (2021), employee performance is the work results achieved by an employee, both in terms of quality and quantity. Maryati (2020) states that there are four indicators of employee performance, namely work quality, work quantity, task implementation, and responsibility.

Research Model and Hypotheses

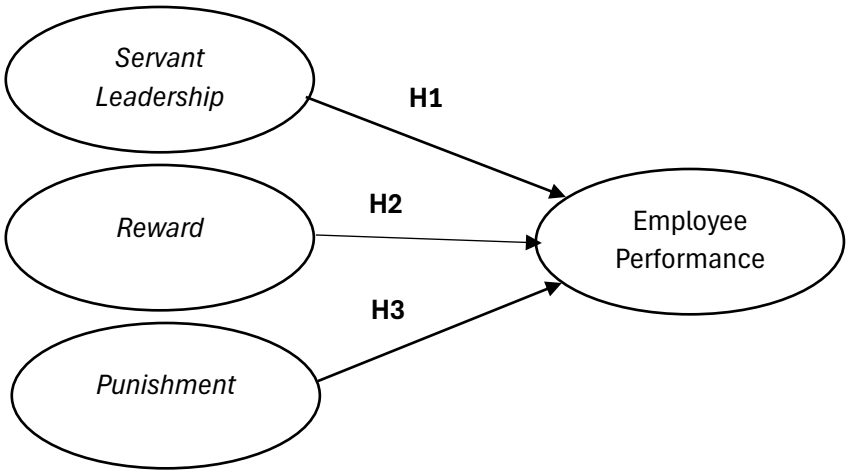


Figure 1. Research Model

The Influence of Servant Leadership on Employee Performance

Irfan et al. (2020) state that servant leadership has a significant impact on improving employee performance. A leader can improve employee performance by taking several actions, such as providing good service to employees, listening attentively, getting to know and helping to clarify employee desires, and listening to employee feedback. Doing these things demonstrates servant leadership behavior. Servant leadership is a type of leadership that is highly relevant for companies to implement in the current era of globalization and in the future. By implementing servant leadership, employees will feel valued by the company, which can essentially motivate them to improve their performance. The same results were found in studies by Widyacahyani, et al (2020), Putri, et al (2020), and Sahputra (2020), which proved that servant leadership has a positive and significant effect on employee performance.

H_1 : Servant leadership has a positive and significant effect on the performance of Double R Garment employees

The Effect of Rewards on Employee Performance

(Arsyad, 2020) states that the more often employees receive rewards for their positive behavior, the more likely they are to repeat those good actions. Rewards are important in a company to motivate employees and improve their performance. By providing rewards, both in the form of financial incentives such as bonuses and non-financial incentives such as recognition or opportunities for self-development, companies can encourage employees to work more productively, innovate, and achieve desired targets. This is also supported by research conducted by Musahilla & Nursanty (2024), Sofiati (2021), Rismawati, et al. (2022), which proves that rewards have a positive and significant effect on employee performance.

H_2 : Rewards have a positive and significant effect on the performance of Double R Garment employees

The Effect of Punishment on Employee Performance

According to Purnomo (2021), in an organization, the application of punishment is necessary as a regulatory instrument to improve company performance so that the company operates efficiently. Punishment serves to evaluate and correct employee behavior, thereby helping to create effective communication between leaders and employees. With punishment applied objectively and thoroughly, it is hoped that employees can reduce mistakes at work and improve their discipline. A company must carefully consider when to punish employees. If punishment in a company is not applied fairly, it can trigger conflicts of interest between individuals and within the company as a whole. In certain situations, punishment can be a more effective method to change the behavior of employees who violate regulations, if it is carried out with consideration of timing, intensity, schedule, clarity, and is done objectively and not personally. This is also supported by research conducted by Musahilla & Nursanty (2024), Sofiati (2021), Rismawati, et al. (2022), which proves that punishment has a positive and significant effect on employee performance.

H_3 : Punishment has a positive and significant effect on the performance of Double R Garment employees

RESEARCH METHODOLOGY

This research was conducted at Double R Garment, located at Jalan Pulau Belitung No. 35B, Pedungan, South Denpasar. The objects of this study were servant leadership, rewards, punishment, and employee performance at Double R Garment. The population in this study consisted of all 35 employees of Double R Garment. The sample size in this study was determined using a saturated sample or census. The data analysis technique in this study was multiple linear regression analysis using SPSS version 25.

RESULTS AND DISCUSSION

Instrument Validity Test Results

a) Validity Test

This test shows that all Pearson Correlation values of the instruments are above 0.30. This proves that all items used for the variables of servant leadership, reward, punishment, and employee performance to collect data in the form of questionnaires are valid.

b) Reliability Test

This test shows that the Cronbach's Alpha values for each variable are greater than 0.60. This proves that the instrument is reliable and the research can be continued.

Results of the Classical Assumption Test

a) Normality Test

Table 2. Normality Test Results

	Unstandardized Residual
N	35

Asymp. Sig. (2-tailed)	0.200

Source: Data Processed, 2024

The test results show that the Asymp. Sig. (2-tailed) value is 0.200. This figure is higher than 0.05, which means that the regression model meets the normality criteria, because the Sig. value is greater than 0.05 and the tested data is normally distributed.

b) Multicollinearity Test

Table 3. Multicollinearity Test Results

Independent Variables	Tolerance	VIF
Servant leadership	0.255	3.928
Reward	0.255	3.927
Punishment	0.235	4.253

Source: Data Processed, 2024

The results above prove that the Tolerance values of the servant leadership variable are 0.255, reward 0.255, and punishment 0.235. These values are greater than 0.10 and the VIF values are less than 10. This indicates that there is no multicollinearity.

c) Heteroscedasticity Test

Table 4. Results of Heteroskedasticity Testing

Variable	Sig
Servant leadership	0.848
Reward	0.393
Punishment	0.832

Source: Data Processed, 2024

Table 4 shows that the significance values above 0.05 are 0.848, 0.393, and 0.832. This indicates that the dependent variables do not have a significant impact on the independent variables. Therefore, there is no heteroscedasticity, and it is considered that the model can be used appropriately.

Data Analysis Results

Table 5. Summary of Analysis Results

Variable	Regression Coefficient	Beta	T-value	Sig.
Constant	0.838		1.074	0.079
Servant leadership	0.233	0.437	3.776	0.001
Reward	0.208	0.286	2.472	0.019
Punishment	0.203	0.280	2.325	0.027
R				0.946
Adjusted R-Square				0.884
F				87.352
Sig. F				0.000

Source: Data Processed, 2024

Multiple Linear Regression Analysis Results

From Table 5, an equation can be formulated in the form of:

$Y = 0.838 + 0.233\ X_1 + 0.208\ X_2 + 0.203\ X_3$

This equation shows the direction of each variable. The equation can be summarized as follows:

b1 = 0.233, proving that X_1has a positive and significant effect on employee performance, meaning that the better $X_1$is implemented in the company, the higher Y will be.

b2 = 0.208, proving that X_2has a positive and significant effect on employee performance, meaning that the better $X_2$is implemented in the company, the higher Y will be.

b3 = 0.203, proving that X_3punishment has a positive and significant effect on employee performance, meaning that the fairer the application of X_3in the company, the higher Y will be.

Coefficient of Determination

Table 5 shows that the coefficient of determination (Adjusted R Square) is 0.884. This means that the contribution of the dependent variable to employee performance is 88.4%, while the remaining 11.6% is influenced by variables not included in the study.

F Test

Table 5 shows that the F-sig value is 0.000 < 0.05. This indicates that the dependent variables simultaneously have a significant effect on the independent variables.

T-test

a. The Influence of Servant Leadership on Employee Performance
   Based on the sig value of 0.001 < 0.05 in the table, this means that servant leadership has a positive and significant effect on employee performance. The regression coefficient $_{of}\beta_1$is 0.233, which means that the higher the servant leadership, the higher the employee performance.
b. The Effect of Rewards on Employee Performance
   Based on the sig value table of 0.019 < 0.05, this means that rewards have a positive and significant effect on employee performance. The regression coefficient$\beta_1$is 0.208, which means that the higher the reward, the higher the employee performance.
c. The Effect of Punishment on Employee Performance
   Based on the sig value table of 0.027 < 0.05, this means that punishment has a positive and significant effect on employee performance. The regression coefficientβ_1 is 0.203, which means that the fairer the punishment, the higher the employee performance.

Discussion

The Effect of Servant Leadership on Employee Performance

The analysis results indicate that servant leadership has a positive and significant impact on employee performance at Double R Garment Denpasar. These results mean that the better the servant leadership provided by leaders, the better the performance of employees at Double R Garment Denpasar will be. Company leaders are responsible for improving employee performance by increasing their involvement in their work. The right leadership style is considered to contribute to improved employee performance because it makes employees feel more motivated. By creating a supportive and empowering work environment, leaders can encourage employees to give their best at work. Servant leadership is a leadership style that prioritizes the interests of employees or others over oneself in order to build close relationships between leaders and employees, thereby facilitating the achievement of common goals.

Servant leadership is a leadership model that is highly suitable for implementation in organizations, both now and in the future. This model gives employees significant freedom to work, because servant leadership focuses on fulfilling their physical, spiritual, and emotional needs. Thus, servant leadership can create a better quality of life for the organization. Servant leadership can increase employee engagement, because leaders in this model focus on caring for and prioritizing the needs and interests of others. With this approach, employees feel valued, which in turn encourages them to become more involved in the organization. These results are also supported by research conducted by Widyacahyani, et al (2020), Putri, et al (2020), Sahputra (2020), Azumastuti (2020), which states that servant leadership has a positive and significant effect on employee performance.

The Effect of Rewards on Employee Performance

The analysis results indicate that rewards have a positive and significant effect on employee performance at Double R Garment Denpasar. This means that the better the rewards given, the better the performance

of employees at Double R Garment Denpasar will be. Given the important role of human resources in a company, including management, empowerment, and employee contributions, steps are needed to increase their work motivation. To that end, every company needs to meet various criteria by applying effective human resource management concepts and techniques, such as providing rewards. Rewards are a form of appreciation or recognition given by the company to employees in return for their achievements, which benefit the company.

Rewards are very important in motivating employee performance. Through rewards, employees will become more qualified and more responsible for the tasks they undertake. If the company encourages its employees, their performance will improve, which in turn will lead to an increase in the quality of work. Rewards given to each individual must be tailored to their respective rights and responsibilities. It is important to note that rewards are not only assessed in material terms, but are also influenced by interactions between individuals and the organizational environment. At certain times, individuals may be motivated by economic rewards. If rewards are given fairly to employees for their performance, they will be more consistent in improving their performance. These results are also supported by research conducted by Musahilla & Nursanty (2024), Sofiati (2021), Rismawati, et al (2022), Gunawan (2023), which states that rewards have a positive and significant effect on employee performance.

The Effect of Punishment on Employee Performance

The analysis results indicate that punishment has a positive and significant effect on employee performance at Double R Garment Denpasar. This means that fair punishment of employees will improve employee performance at Double R Garment Denpasar. To achieve optimal employee performance, there are several factors that can affect the company. One of them is the application of punishment to employees. Punishment is a sanction or penalty imposed by the organization to instill discipline in employees at work and a threat to employees that aims to improve employee performance or motivate employees so that the organization can run more optimally.

Punishment, often referred to as sanctions, is one of the methods widely used in employee management to maintain a healthy work environment. Punishment is given as a response to violations of company rules or policies, as well as an effort to correct employee behavior that does not meet established standards. The purpose of punishment is to provide a warning or reprimand so that employees do not repeat the same mistakes in the future, as well as to maintain safety, productivity, and discipline in the work environment. The appropriate use of punishment will bring about improvement and address the root causes of the problems experienced by employees. Companies can focus on providing useful and positive feedback, creating a supportive and collaborative work culture, and providing appropriate incentives to increase employee motivation and performance. These results are also supported by research conducted by Musahilla & Nursanty (2024), Sofiati (2021), Rismawati, et al (2022), Gunawan (2023), which states that punishment has a positive and significant effect on employee performance.

CONCLUSION AND LIMITATIONS

Conclusion

Servant leadership has a positive and significant effect on employee performance at Double R Garment Denpasar, meaning that the better the servant leadership, the better the employee performance at Double R Garment Denpasar. Rewards have a positive and significant effect on employee performance at Double R Garment Denpasar, meaning that the better the implementation of rewards, the better the performance of employees at Double R Garment Denpasar. Punishment has a positive and significant effect on employee performance at Double R Garment Denpasar, meaning that the fairer the application of punishment, the better the employee performance at Double R Garment Denpasar will be.

Recommendations

In order to build good leadership within the company, leaders are expected to pay more attention to the servant leadership model, which is built through professionalism and understanding that serving

employees is very important in carrying out tasks and responsibilities within the company. Company leaders can focus on developing the potential of their employees to find value within themselves, care about employee needs, and involve employees in company decision-making as capital for future company development. In order to boost employee morale so that they can produce higher quality work, company management must maximize rewards such as providing timely incentives to employees. If the company successfully achieves its production targets, then company management must provide rewards in the form of promised incentives and give rewards to employees in a timely manner.

In order to improve employee compliance with company rules, leaders should be more assertive and clearly communicate the rules to employees, such as imposing minor penalties in the form of verbal warnings and first written warnings for employees who frequently violate the rules. Company leaders need to instill in employees the mindset that penalties are imposed to control behavior so that they do not make mistakes or errors in their work, thereby encouraging employees to improve their performance.
Furthermore, subsequent research can expand the scope of the study to provide a broader perspective and allow the research results to be generalized.

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