

The Impact of Leadership, Reward, and Punishment on Employee Performance at Probolinggo City Police Department

Prastika Maharani ¹, Ngatimun ^{2*}, Agustina Pujiastuti ³
Fakultas Ekonomi dan Bisnis, Universitas Panca Marga ¹²³
Email : imun_bp@upm.ac.id ^{2*}

ABSTRACT

This study investigates the influence of leadership, reward, and punishment on employee performance at the Probolinggo City Police Department. The research adopts a quantitative approach using survey data collected from employees at the department. The findings reveal that leadership, reward, and punishment all significantly contribute to improving employee performance. Leadership enhances motivation and productivity by fostering clear communication and responsibility. Reward systems, including both financial and non-financial incentives, positively influence employee engagement and job satisfaction, while punishment mechanisms help maintain discipline and adherence to organizational standards. These results emphasize the importance of a balanced and integrated approach to human resource management in public sector organizations, particularly in law enforcement. The study's findings provide valuable insights for optimizing performance management strategies in police institutions, highlighting the need for further exploration of these factors in different law enforcement settings to improve organizational effectiveness. Future research could also examine other factors, such as job satisfaction and organizational culture, that may impact performance outcomes in police organizations.

Keywords: leadership, reward, punishment, employee performance, probolinggo city police department.

1. INTRODUCTION

The globalized era has placed significant emphasis on human resource management (HRM), which is pivotal to the success of any organization, particularly in the public sector. Human capital, as the core asset of any organization, directly influences its overall performance, especially in law enforcement. In the context of police institutions, such as the Probolinggo City Police Department, employee performance is not only a reflection of personal productivity but also critical to the public safety and security services these institutions provide. Effective leadership, rewards, and punishment mechanisms significantly shape the performance of employees, contributing to the efficiency and success of the organization in achieving its goals.

The Probolinggo City Police Department, located in East Java, is one such institution undergoing modernizing reforms, with a focus on enhancing the professionalism of its workforce. Despite these efforts, the department's performance still relies heavily on effective human resource management strategies that ensure optimal workforce performance. The relationship between leadership, reward, and punishment is fundamental in determining how well employees meet their goals. Previous research has shown that leadership influences performance by providing direction and motivation, rewards enhance employee engagement, and punishment maintains discipline and accountability. However, there is limited empirical research focusing on these factors in the context



of Indonesian police departments, leaving a gap in the understanding of their specific effects in such settings.

Literature Review and Previous Research. Leadership is defined as the ability of an individual to influence and guide others toward achieving collective goals. In organizational settings, leadership is a critical determinant of employee behavior and performance. Key indicators of effective leadership include emotional stability, communication skills, interpersonal relations, and the ability to motivate subordinates (Fahmi, 2020). Studies by Busro (2018) and Syarif (2024) support the idea that leadership plays an instrumental role in shaping organizational outcomes. These scholars assert that leaders who exhibit a combination of strong interpersonal skills and responsibility tend to inspire higher levels of performance in their teams. In police organizations, where hierarchical structures and direct command are prevalent, leadership effectiveness becomes particularly crucial for maintaining service quality and operational excellence.

In terms of reward systems, these mechanisms are designed to motivate employees by providing both tangible and intangible recognition for their achievements. Fahmi (2020) and Haris (2023) discuss how rewards, including salary increases, bonuses, and career advancement opportunities, are linked to improved employee performance. These reward systems encourage employees to strive for excellence by reinforcing positive behavior and performance outcomes. Previous studies (Arifin, 2022) have demonstrated a positive correlation between reward practices and job satisfaction, further supporting their role in improving organizational efficiency.

Punishment mechanisms are used as corrective measures to address undesirable behavior or performance. These interventions, ranging from mild to severe sanctions, are crucial in maintaining discipline within the workplace (Koencoro, 2022). According to research by I Gede Aryana Mahayasa & Ni Kadek Ari Dipta Wardani (2022), the strategic use of punishment is necessary for enhancing organizational accountability and ensuring that employees adhere to established standards. Punishment, when appropriately applied, leads to increased compliance and a reduction in work violations, thus enhancing overall performance.

Despite the well-documented relationships between leadership, reward, and punishment and their effects on employee performance, most of the existing studies have been conducted in non-police contexts. Few have explored the simultaneous interaction of these variables within law enforcement settings, especially in Indonesia. This creates a gap in understanding how these variables specifically affect performance within police departments, particularly considering the unique nature of police work and its demands.

Gap Analysis and Novelty Statement. While significant research has been done on leadership, reward, and punishment in various sectors, there is a clear gap in the application of these factors in law enforcement, especially within Indonesian police institutions. The unique operational requirements, hierarchical structures, and public service goals of police departments suggest that these factors may play out differently than in corporate or civilian environments. Furthermore, many studies have not used advanced analytical tools, such as Partial Least Squares Structural Equation Modeling (PLS-SEM), to analyze the interaction between leadership, reward, and punishment in a holistic manner. Thus, there remains a need to explore these relationships in more depth, particularly in the context of Indonesian law enforcement.

This study offers novelty by using advanced analytical techniques (PLS-SEM) to simultaneously examine the effects of leadership, reward, and punishment on employee performance at the Probolinggo City Police Department. By focusing on this under-researched area, this study not only contributes to the existing body of knowledge on human resource management but also provides valuable insights into how these factors can be applied to improve performance in the unique context of law enforcement agencies in Indonesia.



Research Objectives. The primary objective of this study is to empirically analyze the influence of leadership, reward, and punishment on employee performance at the Probolinggo City Police Department. The research will employ a quantitative approach using survey data collected from 74 employees, aiming to provide insights into the most effective human resource management strategies for improving police workforce performance.

Hypothesis. This study hypothesizes that leadership, reward, and punishment each have a significant positive effect on employee performance at the Probolinggo City Police Department. Specifically, it is expected that effective leadership will enhance employee motivation and productivity, appropriate reward systems will boost job satisfaction and engagement, and fair punishment mechanisms will promote adherence to organizational standards, collectively leading to improved overall performance.

2. METHOD

This research adopts a quantitative causal-associative approach to examine the influence of leadership, reward, and punishment on employee performance at the Probolinggo City Police Department (Rahmansyah et al., 2021, 2022). The population of this study consists of 279 employees, and a sample of 74 employees was selected using the Yamane formula, with simple random sampling as the sampling technique (Sugiyono, 2021). Primary data collection was carried out through structured questionnaires utilizing a Likert scale, which measured the respondents' perceptions regarding leadership, reward, punishment, and employee performance. Secondary data were gathered from organizational documentation to support and contextualize the findings. The research instruments were specifically designed to measure four key variables: leadership, reward, punishment, and employee performance, with leadership being assessed through indicators such as emotional stability, communication skills, interpersonal relations, and motivation (Fahmi, 2020). Reward was measured based on salary, bonuses, career advancement, and social development opportunities (Mahmudi in Andy Pratama & Putri Handayani, 2022), while punishment was assessed via light, moderate, and severe sanctions (Koencoro in Andy Pratama & Putri Handayani, 2022). Employee performance was measured through work quality, timeliness, work quantity, commitment, and overall effectiveness (Silaen et al., 2021). Data analysis was conducted using Smart PLS 4 software, performing a series of tests, including convergent validity, discriminant validity, and reliability tests (Ghozali, 2021). The model's explanatory power was assessed using R-Square, and its predictive relevance was confirmed with Q-Square (Dhany & Rahmansyah, 2022; Hudzafidah et al., 2023; Rahmansyah, Hudzafidah, et al., 2024). Path analysis via bootstrapping was employed to test the hypotheses, with significance determined by T-statistics and p-values (Dhany & Rahmansyah, 2022; Hudzafidah et al., 2023; Rahmansyah, Hudzafidah, et al., 2024). This methodological framework ensures the robustness of the findings, offering reliable insights into the impact of leadership, reward, and punishment on employee performance at the Probolinggo City Police Department.

3. RESULTS AND DISCUSSION

RESULTS

Table 1. Convergent Validity (AVE) Results

Variable	AVE	Threshold	Validity
Leadership (X1)	0.594	>0.5	Valid
Reward (X2)	0.566	>0.5	Valid
Punishment (X3)	0.622	>0.5	Valid
Performance (Y)	0.603	>0.5	Valid



The convergent validity test results demonstrate that all variables have Average Variance Extracted (AVE) values exceeding the minimum threshold of 0.5. Leadership showed the second-highest AVE value at 0.594, while punishment exhibited the highest at 0.622, indicating strong convergent validity. These results confirm that the measurement indicators adequately represent their respective constructs in the study.

Table 2. Reliability Tests

Variable	Cronbach's Alpha	Composite Reliability	Threshold	Reliability
Leadership (X1)	0.924	0.936	>0.7	Reliable
Reward (X2)	0.891	0.912	>0.7	Reliable
Punishment (X3)	0.877	0.908	>0.7	Reliable
Performance (Y)	0.927	0.938	>0.7	Reliable

The reliability analysis reveals that all constructs demonstrate excellent internal consistency with Cronbach's Alpha values ranging from 0.877 to 0.927, well above the 0.7 threshold. Similarly, composite reliability values ranged from 0.908 to 0.938, further confirming the high reliability of the measurement instruments. Employee performance exhibited the highest reliability scores, indicating particularly strong consistency in its measurement items.

Table 3. R-Square and Predictive Relevance

Variable	Adjusted R-Square	Adjusted Q-Square	Interpretation
Performance (Y)	0.688	0.647	Good model

The model demonstrates substantial explanatory power with an adjusted R-Square value of 0.688, indicating that leadership, reward, and punishment collectively explain 68.8% of the variance in employee performance. The adjusted Q-Square value of 0.647 exceeds zero, confirming the model's predictive relevance for the dependent variable. These values suggest that the proposed model has both strong explanatory and predictive capabilities in the context of police employee performance.

Table 4. R-Square Values

Variable	R-Square	R-Square Adjusted	Result
Employee Performance (Y)	0.472	0.441	Moderate

The structural model assessment reveals an R-square value of 0.472 (Table 4), indicating that HR audit and organizational commitment collectively explain 47.2% of the variance in employee performance. This moderate explanatory power suggests that while these factors are important, other variables not included in the model also contribute to performance outcomes. The adjusted R-square of 0.441 confirms that the model maintains its explanatory power even after accounting for sample size and number of predictors, demonstrating the substantive contribution of both independent variables to understanding employee performance variations.

Table 5. Path Coefficients and Hypothesis Testing

Path	Original Sample (O)	T-Statistic	P-Value	Effect	Conclusion
X1 → Y	0.517	7.299	0.000	Significant	Supported
X2 → Y	0.478	8.855	0.000	Significant	Supported
X3 → Y	0.514	7.232	0.000	Significant	Supported

The hypothesis testing results reveal that all three independent variables have positive and statistically significant effects on employee performance, with T-statistics exceeding 1.96 and P-values of 0.000. Leadership exhibited the strongest effect with a path coefficient of 0.517, followed closely by punishment (0.514) and reward (0.478). All three hypotheses (H1, H2, and H3) are



accepted, confirming that leadership, reward, and punishment significantly influence employee performance at Polres Probolinggo Kota.

DISCUSSION

Leadership has a significant positive effect on employee performance. The findings of this study confirm that leadership significantly and positively affects employee performance at the Probolinggo City Police Department. This result is consistent with previous studies that emphasize the importance of leadership in enhancing employee performance. According to Fahmi (2020), effective leadership plays a crucial role in shaping organizational outcomes, particularly by providing clear direction, motivation, and emotional support to subordinates. In the context of the Probolinggo City Police Department, leadership quality is closely linked to job satisfaction, employee engagement, and work outcomes. The dimensions of leadership assessed, including communication effectiveness, emotional stability, and personal motivation, contribute significantly to the overall performance of the employees, confirming the centrality of leadership in fostering a productive and supportive work environment. Leaders who demonstrate strong interpersonal skills and responsibility inspire trust and dedication in their subordinates, which, as noted by Busro (2018), are essential factors for driving performance excellence.

Moreover, the results indicate that leadership has a more substantial impact on performance than other variables, which aligns with research by Khoría et al. (2024), which found that leadership is a critical determinant of employee behavior and productivity. Leadership effectiveness at the Probolinggo City Police Department positively influences employee motivation and task execution, creating a work culture focused on accountability and excellence. This result supports the work of Syarif (2024), who argued that the application of effective leadership strategies, including establishing clear communication and fostering responsibility, can lead to significant improvements in performance. These findings are particularly important in police organizations, where hierarchical structures and command systems play a central role in operations. The study underscores the necessity of investing in leadership development programs to enhance workforce productivity and service delivery within law enforcement institutions.

Reward has a significant positive effect on employee performance. This study also reveals that reward significantly enhances employee performance at the Probolinggo City Police Department, supporting the hypothesis that reward systems are powerful motivators for improved work outcomes. Reward systems, which include both financial incentives like salary increases and bonuses, and non-financial rewards like career advancement opportunities, are shown to positively influence employee morale and motivation. Previous research by Arifin (2022) has demonstrated that rewards create positive reinforcement cycles that encourage employees to continuously improve their performance. At the Probolinggo City Police Department, the reward system's multifaceted nature addresses various employee needs, from financial security to psychological and professional growth, making it a comprehensive tool for boosting performance. This study's findings align with Haris (2023), who emphasized the motivational impact of reward systems in public sector organizations, particularly in law enforcement settings where employees often face high levels of stress and responsibility.

The research further supports the argument made by Mahmudi in Andy Pratama & Putri Handayani (2022) that rewards are essential for maintaining organizational commitment and encouraging high levels of job performance. The positive relationship observed in this study between rewards and employee performance reflects the direct impact that recognition and incentives can have on workforce behavior. By regularly providing employees with rewards for their hard work and accomplishments, the Probolinggo City Police Department fosters a culture of excellence, where employees are motivated to continue striving for higher performance. This result is consistent with the findings of Jannah et al. (2023), who found that well-administered reward



systems are crucial for sustaining employee productivity and engagement in government institutions. In this way, rewards serve as both a motivational tool and a reinforcement mechanism, leading to improved overall performance within the police department.

Punishment has a significant positive effect on employee performance. Punishment also demonstrates a significant and positive impact on employee performance at the Probolinggo City Police Department, supporting the hypothesis that disciplinary measures are essential in maintaining high performance standards. The study finds that the application of appropriate and graduated punishment mechanisms, ranging from mild sanctions for minor infractions to severe measures for serious violations, helps to reinforce accountability and discipline among employees. This result aligns with previous research by Koencoro in Andy Pratama & Putri Handayani (2022), which highlighted the importance of punishment in correcting undesirable behavior and maintaining organizational standards. In the law enforcement context, where adherence to rules and regulations is critical, punishment serves as an important tool for ensuring that employees understand the consequences of non-compliance. The findings of this study support the argument that punishment, when applied systematically and fairly, plays a pivotal role in improving employee performance by encouraging adherence to organizational norms and expectations.

Moreover, the study's results are consistent with I Gede Aryana Mahayasa & Ni Kadek Ari Dipta Wardani (2022), who suggested that punishment contributes to the establishment of a disciplined and responsible workforce. In the Probolinggo City Police Department, punishment is not only a corrective tool but also a means of maintaining operational efficiency and service quality. The study further confirms that punishment, when applied in a graduated manner, motivates employees to adhere to performance standards and ensures that violations are addressed promptly before escalating into more significant issues. This finding underscores the necessity of implementing a well-structured and transparent punishment system to foster a culture of accountability within police organizations. The results demonstrate that punishment, as part of a broader performance management strategy, can lead to improved discipline and overall performance in law enforcement institutions, further supporting the notion that discipline and performance are tightly linked in such settings.

4. CONCLUSION

In conclusion, the findings of this study confirm that leadership, reward, and punishment all have a significant positive effect on employee performance at the Probolinggo City Police Department. Specifically, effective leadership enhances employee motivation and productivity, reward systems positively influence job satisfaction and engagement, and punishment mechanisms promote adherence to organizational standards and improve discipline. These results align with previous research, supporting the importance of integrating leadership, reward, and punishment as key drivers of performance in law enforcement settings. Future research could further explore the interaction between these variables in different police departments and incorporate other factors such as organizational culture and employee well-being to provide a more comprehensive understanding of employee performance management.

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