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Analysis of Reward and Punishment System in Improving Productive Credit Analyst Performance with Transformational Leadership Support as Intervening Variable in Class a Branch Office of PT. Bank Nagari

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Abstract: This study aims to test how much the analysis of the reward and punishment system in improving the performance of productive credit analysts with the support of transformational leadership as an intervening variable at the class A branch office of PT. Bank Nagari. The method of data collection through surveys and distributing questionnaires, with a sample of 67 respondents. The analysis method used structural equation modeling using smartpls. The results of the study obtained a significant effect of rewards on transformational leadership. There is a significant effect of punishment on transformational leadership. There is a significant effect of rewards on credit analyst performance. There is a significant effect of punishment on credit analyst performance. There is a significant effect of transformational leadership on credit analyst performance. There is a significant effect of rewards on credit analyst performance through transformational leadership. There is a significant effect of punishment on credit analyst performance through transformational leadership.

Keywords: Reward, Punishment, Transformational Leadership, Performance.

INTRODUCTION

In the current era of globalization, every organization is required to improve the quality of human resources to be more innovative in response to change. Improving the quality of strategic human resources through improving skills, development and management of human resource organization. This is the main requirement to realize competitiveness and independence. In a company, the role of human resources is very important in determining the effectiveness of a company. Human resources are very much needed in a competent and qualified company, especially in the current era of globalization.(Catio, 2022).

Human resources are the most important resource in managing and running organizational functions in an organization. Organizational functions in an organization are fully held by human resources. Organizations that have good human resources will be able to run the company's organizational functions well. Organizational functions that are run properly

by human resources in the organization will be able to support performance and increase the productivity of the organization. Currently, HR management is changing and the stand-alone specialization function becomes a function that is integrated with all other functions in the organization, to jointly achieve predetermined targets and have a very strategic planning function in the organization, in other words, the old HR function becomes more strategic. All of these HR potentials affect the organization's efforts to achieve goals. In the process of achieving goals, there needs to be an evaluation of employee performance achievements(Widianti, 2022).

According to(Fatimah, 2021)Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Factors that influence performance are Ability and Motivation. According to(Suryanto, 2022) factors that influence performance are knowledge, skills, competence, compensation, motivation, leadership, enthusiasm, work environment, organizational commitment and job satisfaction. Performance is not an individual characteristic, such as talent, or ability, but is a manifestation of the talent or ability itself.

Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period. Performance is a function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and level of ability. Performance is the result of work achieved by employees in developing their tasks and work that comes from the organization. Performance is also a result of work produced by individuals through the process of an organization or company that can be measured concretely and compared through standards that have been determined by the company or organization.(Nurung, 2021).

Bank Nagari is the only bank owned by the West Sumatra regional government which aims to improve the economy of the community, especially in West Sumatra. Bank Nagari is headquartered incity of Padang. Bank Nagari was established on March 12, 1962 under the name PT Bank Pembangunan Daerah Sumatera Barat (PT BPD Sumbar). The establishment was pioneered by the Regional Government along with community leaders and private business figures in West Sumatra based on the idea of the need for a financial institution in the form of a Bank, which specifically assists the government in implementing development in the region. Until now, Bank Nagari has spread to several cities or districts in West Sumatra and even in several cities outside Sumatra West, namely Jakarta, Bandung And New York. As a regional bank, Bank Nagari has a social responsibility and plays an important role in supporting regional development. Bank Nagari has developed various social programs and activities such as environmental care programs, community empowerment programs, and small and medium enterprise empowerment programs. Bank Nagari offers various products such as funding products consisting of various types of savings, current accounts and deposits, credit products such as various types of working capital loans and consumer loans, bank guarantees, transaction services, multi-payments and money transfers. Bank Nagari also has special programs such as micro-credit programs for small and medium enterprises (SMEs) through the people's business credit (KUR) scheme and housing credit programs for low-income people through the FLPP KPR credit scheme. Bank Nagari provides convenience in applying for general loans with relatively simple requirements, namely customers must meet the requirements set by Bank Nagari such as having a business to be financed, debtors are considered capable of running a business and are feasible according to the bank's technical assessment, have initial capital, have collateral for the business and business conditions that are considered to have future prospects. The following is a performance assessment of the amount of credit and credit growth in 2023 as follows:

Table 1. Performance Assessment of Credit Amount and Credit Growth in 2023

No.	Month	Total Credit	Growth
1	January	19,947,792	-57,039
2	February	20,175,399	227,607
3	March	20,425,686	250,287
4	April	20,453,334	27,648
5	May	20,522,848	69,514
6	June	l20.268.300	-254,548
7	July	20,385,055	116,755
8	August	20,522,131	137,076
9	September	20,639,999	117,868
10	October	20,671,343	31,344
11	November	20,698,582	27,239
12	December	20,626,430	-72.152

Source: Bank Nagari

Based on the table above, it can be seen that the performance assessment of the number of credits and credit growth in 2023 has fluctuated, so the performance of credit analysts is not optimal, which is suspected to be caused by rewards and punishments through transformational leadership.

In addition to this data, there is NPL data as a performance benchmark as follows:

Table 2. Productive Credit/Financing Assessment 2019-2023

Year	2019	2020	2021	2022	2023
Productive Credit/Financing					
- Nominal NPL/NPF	515.925	478,780	427.277	407,563	382,329
- % NPL/NPF	9.72%	8.65%	6.92%	6.16%	5.09%
- Col 2 (DPK)	386,353	60,858	103,417	133,549	242,636

Source: Bank Nagari

Based on the table above, in the productive credit/financing assessment in 2019, the nominal NPL/NPF was 515,925 with an NPL/NPF percentage of 9.72% and a column 2 (DPK) value of 386,353, in 2020 the nominal NPL/NPF decreased by 478,780 with an NPL/NPF percentage of 8.65% and a column 2 (DPK) value of 60,858, in 2021 the nominal NPL/NPF decreased by 427,277 with an NPL/NPF percentage of 6.92% and a column 2 (DPK) value of 103,417, in 2022 the nominal NPL/NPF decreased by 407,563 with an NPL/NPF percentage of 6.16% and a column 2 (DPK) value of 133,549 and in 2023 the nominal NPL/NPF decreased by 407,563 with an NPL/NPF percentage of 6.16% and a column 2 (DPK) value of 133,549 382,329 with NPL/NPF percentage of 5.09% and column 2 (DPK) value of 242,636. This data strengthens the suboptimal performance of credit analysts, allegedly caused by rewards and punishments through transformational leadership.

One of the ways needed to encourage employees to have high performance and motivation is by implementing reward giving. According to(Priansa, 2021)reward is a reward in the form of money given to those who can work beyond the specified standards. reward is something given to someone because they have achieved the desired achievement. Reward is a reward, gift, award or reward that aims to make someone more active in their efforts to

improve or enhance the performance that has been achieved. Reward is a form of appreciation for a certain achievement given by either an individual or an institution.

According to(Winata, 2022)Punishment is something that is given because an employee makes a mistake, a child violates a rule that applies. Every job that is assigned to an employee is in accordance with the provisions that are stated at the very beginning when the employee works, especially when the employee signs an agreement of willingness to work according to the orders of the decree outlined. In an organizational activity, giving Punishment or punishment is a common activity, because punishment aims to discipline each employee to act in accordance with the regulations and procedures of behavior that have been set by the company. The higher the level of punishment of a person, the lower the level of employee performance because they feel pressured.

Leadership is a model or influence of social organization where the leader seeks participation in an effort to achieve organizational goals. A good leadership style will motivate employees to improve performance. In addition, it also creates high employee morale in working and completing tasks given by the leader. In responding to maximum work results, the company must pay attention to leadership style. Leadership style greatly determines the work results expected by the company(Sudiri, 2022).

The important thing in leadership style is the factors that influence leadership style. Factors that influence leadership style in types include autocratic, militaristic, paternalistic and democratic. Autocratic leader type prioritizes personal goals over organizational goals. Military leader type acts in mobilizing subordinates more often using a command system. Paternalistic leader type rarely gives subordinates the opportunity to develop their creativity and fantasy. Democratic leader type always tries to prioritize cooperation and coworkers in an effort to achieve goals. Leadership style is a factor that can affect job satisfaction and performance.

Based on research conducted by(Jeffry, 2022), that rewards have a significant effect on performance. Research conducted by(Uly & Waliamin, 2023), that rewards have a significant effect on performance. Research conducted by(Ghary, 2021), reward and punishment have a significant effect on performance. However, contrary to research(Adityarini, 2022), rewards have no significant effect on performance. The research conducted(I Gede Aryana Mahayasa & Ni Kadek Ari Dipta Wardani, 2022), punishment has a significant effect on performance. The research conducted(Dian, 2022), punishment has a significant effect on performance. Research conducted by(Reafjy, 2022), reward and punishment have a significant effect on performance. However, contrary to research(Latiep et al., 2022), stated that punishment had no significant effect on performance. Research conducted by(Hafidzi et al., 2023), that leadership has a significant influence on performance. Research conducted by(Wilhelm, 2021), stated that leadership has a significant influence on performance. Research conducted by(Sultan, 2021), that leadership has a significant influence on performance. Research conducted by(Chu, 2023), leadership has a significant effect on employee performance. Research conducted by(Khairh, 2020), leadership has a significant effect on employee performance. Research conducted by(Kusyr, 2021), leadership has a significant effect on employee performance.

Based on the background of the problem above and the inconsistency of previous research, the author is interested in conducting a study entitled "Analysis of Reward and Punishment Systems in Improving the Performance of Productive Credit Analysts at Class A Branch Offices of PT. Bank Nagari with Transformational Leadership Support as an Intervening Variable".

METHOD

The object of the research is the productive credit analyst who works at Bank Nagari.Class A Branch Offices at Payakumbuh Branch Office, Bukittinggi Branch Office,

Solok Branch Office, Pasar Raya Padang Branch Office, Jakarta Branch Office, Pekanbaru Branch Office and Padang Syariah Branch Office. According to(Firdaus, 2021)Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions. So the population is not only people, but also objects and other things, the population is also not just the number of objects or subjects studied, but includes the characteristics or properties possessed by the subject or object.

According to (Firdaus, 2021) a sample is part of the number and characteristics possessed by the population. If the population is large, and the research is impossible to study everything in the population. This study uses a sampling technique, namely total sampling. Total sampling is a sampling technique where the entire population is used as a sample (Djaali, 2020). Based on the description above, the researcher made the entire population of 67 people into a sample (saturated sample).

RESULTS AND DISCUSSION

Direct Effect

Hypothesis testing in this study can be assessed from the magnitude of the t-statistic or t-count compared to the t-table of 1.96 at alpha 5%. If the t-statistic/t-count <t-table 1.96 at alpha 5%, then Ho is rejected and If the t-statistic/t-count> t-table 1.96 at alpha 5%, then Ha is accepted. The following is the SmartPLS output result, which describes the output of the model testing estimate:

Table 3. Direct Effect

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T Statistics (|O/STDEV|)*	*P Values*
Reward (X1) -> Transformational Leadership (Z)	0.532	0.506	0.132	4,042	0,000
Punishment (X2) -> Transformational Leadership (Z)	0.371	0.390	0.126	2,948	0.003
Reward (X1) -> Credit Analyst Performance (Y)	0.250	0.238	0.116	2,154	0.032
Punishment (X2) -> Credit Analyst Performance (Y)	0.300	0.312	0.118	2,545	0.011
Transformational Leadership (Z) -> Credit Analyst Performance (Y)	0.462	0.462	0.091	5,088	0,000

Source: SmartPLS Inner Model Test Results, 2025

Based on the results of the SmartPLS test in the table above, the results of the research hypothesis test can be seen starting from the first hypothesis to the fifth hypothesis which is the direct influence of the research variables

Indirect Effect

Based on the results of data testing using the SmartPLS program tool, the following path analysis results were obtained:

Table 4. Indirect Effect

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T Statistics (|O/STDEV|)*	*P Values*
Reward (X1) -> Transformational Leadership (Z) -> Credit Analyst Performance (Y)	0.246	0.236	0.081	3,028	0.003
Punishment (X2) -> Transformational Leadership (Z) -> Credit Analyst Performance (Y)	0.171	0.180	0.067	2,550	0.011

Source: SmartPLS Inner Model Test Results, 2025

Based on the path diagram, the t-statistic or t-count value is useful for assessing whether the hypothesis is accepted or rejected, by comparing the t-statistic or t-count value with the t-table at 1.96 (at a data rejection error of 5%).

The results of testing the direct effect and indirect effect hypotheses are as follows:

Table 5. Research Results

Hypothesis	Statement	T-Statistic	P-Value	Note
H1	There is a significant influence of rewards on transformational leadership.	4,042	0,000	Accepted
H2	There is a significant influence of punishment on transformational leadership.	2,948	0.003	Accepted
H3	There is a significant influence of rewards on credit analyst performance.	2,154	0.032	Accepted
H4	There is a significant influence of punishment on credit analyst performance.	2,545	0.011	Accepted
H5	There is a significant influence of transformational leadership on credit analyst performance.	5,088	0,000	Accepted
H6	There is a significant influence of rewards on credit analyst performance through transformational leadership.	3,028	0.003	Accepted
H7	There is a significant influence of punishment on credit analyst performance through transformational leadership.	2,550	0.011	Accepted

Source: SmartPLS Inner Model Test Results, 2025

Discussion

The Influence of Rewards on Transformational Leadership

The results of data testing using the SmartPLS program tool found that there was a significant influence of rewards on transformational leadership. Efforts to obtain professional employees in accordance with job demands require continuous coaching, namely an effort to plan, organize, use, and maintain employees so that they are able to carry out their duties effectively and efficiently. As a real step in the results of coaching, it is deemed necessary to provide rewards or awards to employees who have shown good work performance. The provision of these rewards is an effort by leaders to provide compensation for employee work results, so that they can encourage them to work harder and have potential. According to(Uyun, 2021)A reward is an award given as a gift because the student has behaved well and has successfully carried out the assigned task well. According to(Kesuma, 2021) Motivation is a condition that drives employees to be able to achieve goals and encouragement so that employees are increasingly motivated in producing satisfactory performance and continue to strive to improve their work results. Based on research conducted by(Kristiani et al., 2022), stated that rewards have a significant effect on leadership. However, this is contrary to research(Adityarini, 2022), stated that rewards have no significant effect on leadership.

The Influence of Punishment on Transformational Leadership

The results of data testing using the SmartPLS program tool found that there was a significant influence of punishment on transformational leadership. Punishment is related to an unpleasant act from a person of higher rank for violations and crimes, which is intended to correct the error. Punishment is related to suffering that is given or caused intentionally by someone after a violation, crime or error occurs. Willingness to fight/strive to a higher level towards the achievement of organizational goals on condition that it does not ignore its ability to obtain satisfaction in meeting personal needs. Based on research conducted by(Latiep et al., 2022), stated that punishment has a significant effect on leadership. However, this is contrary to research(Andy Pratama & Putri Handayani, 2022), stated that punishment had no significant effect on leadership.

The Influence of Rewards on Credit Analyst Performance

The results of data testing using the SmartPLS program tool found that there was a significant influence of rewards on credit analyst performance. One way needed to encourage employees to have high performance and motivation is to implement reward giving. According to(Priansa, 2021)Reward is a reward in the form of money given to those who can work beyond the specified standards. Reward is something given to someone because they have achieved the desired achievement. Reward is a reward, gift, award or reward that aims to make someone more active in their efforts to improve or enhance the performance that has been achieved. Reward is a form of appreciation for a certain achievement given by either an individual or an institution. Based on research conducted by(Jeffry, 2022), stated that rewards have a significant effect on performance.

The Effect of Punishment on Credit Analyst Performance

The results of data testing using the SmartPLS program tool found that there was a significant influence of punishment on the performance of credit analysts. The important things in employee performance are quality, quantity, punctuality, effectiveness and independence. Work quality is measured by employee perceptions of the quality of work produced and the perfection of employee skills and abilities. The quantity of work which is the amount produced is expressed in terms such as the number of units, the number of activity cycles completed. The timeliness of the activity level is completed at the beginning of the specified time. The effectiveness of the level of use of organizational resources is maximized with the intention of increasing the results of each unit in the use of resources. The independence of an employee who will later be able to carry out his work function. Work motivation is an encouragement for employees to work according to what is expected. Providing motivation to employees can improve performance so that they have high work enthusiasm in working and completing tasks given by the leadership. The task of every manager is to ensure that employees have a high degree of motivation, by providing monetary and non-monetary incentives. Punishment is something that is given because employees make mistakes, children violate applicable rules. Every job assigned to an employee is in accordance with the provisions that are stated at the very beginning when the employee works, especially when the employee signs an agreement of willingness to work in accordance with the orders of the decree outlined. Research conducted(Latiep et al., 2022), stated that punishment has a significant effect on performance. However, this is contrary to research(Andy Pratama & Putri Handayani, 2022), stated that punishment had no significant effect on performance.

The Influence of Transformational Leadership on Credit Analyst Performance

The results of data testing using the SmartPLS program tool found that there was a significant influence of transformational leadership on credit analyst performance.

Performance appraisal refers to a formal and structured system used to measure, assess and influence job-related traits, behaviors and outcomes, including attendance levels. Performance appraisal is the process by which individual performance is measured and evaluated. Performance appraisal answers the question of how well workers perform over a period of time. Thus, performance appraisal is the result of employee work within the scope of their responsibilities in the business world that competes globally, so employees really need high performance. Research conducted by(Kurniawan & Rizki, 2022)which states that leadership has a significant influence on performance. Research conducted by(Putri et al., 2022)which states that leadership has a significant influence on performance.

The Influence of Rewards on Credit Analyst Performancethrough Transformational Leadership

The results of data testing using the SmartPLS program tool found that there was a significant influence of rewards on credit analyst performance through transformational leadership. Performance assessment answers the question of how well workers perform during a certain period of time. Length of service or work experience is essentially a summary of a person's understanding of the things experienced in teaching, so that the things experienced have been mastered, both regarding knowledge, skills and values that are integrated into him. Reward is something that is given to someone because they have achieved the desired achievement. Reward is a reward, prize, award or reward that aims to make someone more active in their efforts to improve or enhance the performance that has been achieved. Reward is a form of appreciation for a certain achievement given by either an individual or an institution. Based on research conducted by(Jeffry, 2022), stated that rewards have a significant effect on performance

The Effect of Punishment on Credit Analyst Performancethrough Transformational Leadership

The results of data testing using the SmartPLS program tool found that there was a significant influence of punishment on credit analyst performance through transformational leadership. The important things in employee performance are quality, quantity, punctuality, effectiveness and independence. Work quality is measured by employee perceptions of the quality of work produced and the perfection of employee skills and abilities. The quantity of work which is the amount produced is expressed in terms such as the number of units, the number of activity cycles completed. The timeliness of the activity level is completed at the beginning of the specified time. The effectiveness of the level of use of organizational resources is maximized with the intention of increasing the results of each unit in the use of resources. Motivation is a condition that drives employees to be able to achieve goals and encouragement so that employees are increasingly motivated to produce satisfactory performance and continue to try to improve their work results. In an organizational activity, giving punishment or punishment is a common activity, because punishment aims to discipline each employee to act in accordance with the regulations and procedures for behavior that have been set by the company. Research conducted(Latiep et al., 2022), stated that punishment has a significant effect on performance. However, this is contrary to research(Andy Pratama & Putri Handayani, 2022), stated that punishment had no significant effect on performance.

CONCLUSION

From the discussion in the previous chapters, several conclusions can be drawn as follows: There is a significant influence of reward on transformational leadership. There is a significant influence of punishment on transformational leadership. There is a significant influence of reward on credit analyst performance. There is a significant influence of

punishment on credit analyst performance. There is a significant influence of transformational leadership on credit analyst performance. There is a significant influence of reward on credit analyst performance through transformational leadership. There is a significant influence of punishment on credit analyst performance through transformational leadership.

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