# 8 Perpustakaan UMSIDA

## Muchammad Firman Setiawan_172010200027.pdf

🗐 09-09-2024

🖳 K3 September 2024

🎓 Perpustakaan

---

## Document Details

**Submission ID**

**trn:oid:::1:3002634918**

**Submission Date**

**Sep 9, 2024, 5:57 PM GMT+7**

**Download Date**

**Sep 9, 2024, 6:09 PM GMT+7**

**File Name**

**Muchammad Firman Setiawan_172010200027.pdf**

**File Size**

**252.1 KB**

**7 Pages**

**3,647 Words**

**20,822 Characters**

# 18% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

## Filtered from the Report

‣ Bibliography

‣ Quoted Text

## Match Groups

**41** Not Cited or Quoted 15%
Matches with neither in-text citation nor quotation marks

**2** Missing Quotations 1%
Matches that are still very similar to source material

**0** Missing Citation 0%
Matches that have quotation marks, but no in-text citation

**0** Cited and Quoted 0%
Matches with in-text citation present, but no quotation marks

## Top Sources

12% 🌐 Internet sources

15% 📖 Publications

5% 👤 Submitted works (Student Papers)

## Integrity Flags

**0 Integrity Flags for Review**

No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

## Match Groups

**41** Not Cited or Quoted 15%
Matches with neither in-text citation nor quotation marks

**2** Missing Quotations 1%
Matches that are still very similar to source material

**0** Missing Citation 0%
Matches that have quotation marks, but no in-text citation

**0** Cited and Quoted 0%
Matches with in-text citation present, but no quotation marks

## Top Sources

12%  🌐 Internet sources
15%  📖 Publications
5%   👤 Submitted works (Student Papers)

## Top Sources

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

**1**   **Publication**

Hurriyati Ratih, Tjahjono Benny, GafarAbdullah Ade, Sulastri, Lisnawati. "Advance...    **2%**

**2**   **Publication**

Irwan Trinugroho, Evan Lau. "Business Innovation and Development in Emerging...    **2%**

**3**   **Publication**

Dian Puteri Ramadhani, Indira Rachmawati, Cahyaningsih, Nidya Dudija et al. "Ac...    **1%**

**4**   **Internet**

infoalimentario.com    **1%**

**5**   **Publication**

Hera Oktadiana, Myrza Rahmanita, Rina Suprina, Pan Junyang. "Current Issues in ...    **1%**

**6**   **Student papers**

iGroup    **1%**

**7**   **Internet**

exsys.iocspublisher.org    **1%**

**8**   **Student papers**

University Of Tasmania    **1%**

**9**   **Internet**

jsret.knpub.com    **1%**

**10**   **Internet**

enrichment.iocspublisher.org    **1%**

| 11 | Internet | |
|---|---|---|
| repo.uinsatu.ac.id | | 1% |

| 12 | Internet | |
|---|---|---|
| janh.candle.or.id | | 1% |

| 13 | Publication | |
|---|---|---|
| A.H.G. Kusumah, C.U. Abdullah, D. Turgarini, M. Ruhimat, O. Ridwanudin, Y. Yunia... | | 1% |

| 14 | Internet | |
|---|---|---|
| eudl.eu | | 1% |

| 15 | Internet | |
|---|---|---|
| ijfans.org | | 1% |

| 16 | Internet | |
|---|---|---|
| aisberg.unibg.it | | 1% |

| 17 | Internet | |
|---|---|---|
| dspace.spu.ac.th | | 1% |

| 18 | Publication | |
|---|---|---|
| Duncan Cramer. "Fundamental statistics for social research - Step-by-step calcula... | | 1% |

| 19 | Publication | |
|---|---|---|
| Walter A. Rosenkrantz. "Introduction to Probability and Statistics for Science, Eng... | | 1% |

| 20 | Publication | |
|---|---|---|
| Yuli Apriani, Zulkifli Musannip Efendi Siregar, Siti Lam'ah Nasution. "The Influenc... | | 1% |

# The Influence of leadership example, rewards, and punishments on the development of MSMEs

Muchammad Firman Setiawan[1], Dewi Andriani[2]

[1,2]Management Study Program, Muhammadiyah University of Sidoarjo, Indonesia

| ARTICLE INFO | ABSTRACT |
|---|---|

The development of the business world today has given rise to various challenges and competition that must be faced by MSMEs. MSMEs need contributions from their employees, who can play an active role so that the MSME company can survive and be able to compete. For this reason, employees are required to always be disciplined in complying with company regulations and policies so that the company continues to exist and develop. This research aims to determine the influence of leadership example, remuneration and punitive sanctions on the development of MSMEs. The respondents in this research were 30 employees of Pia RB MSMEs in PIA Waru village, Gempol District, Pasuruan, using multiple linear regression. From the anova test or F test, it was obtained that the calculated F was 3,528 with a significance value of 0.029 <0.05, which means that leadership example, remuneration and punitive sanctions simultaneously have a significant influence on the development of MSMEs. The results of the analysis on the remuneration variable obtained the highest t count, namely 2.627 and the significance value was 0.014, which was the most significant compared to the other variables. So the remuneration variable is stated as the variable that has the most dominant influence on the MSME development variable.

*Corresponding Author:*

Dewi Andriani,
Management Study Program,
Muhammadiyah University of Sidoarjo,
Majapahit Street Number 666 B, Sidoarjo, Jawa Timur, 61271, Indonesia.
Email: dewiandriani@umsida.ac.id

## 1. INTRODUCTION

The development of a nation is very dependent on resources, both natural (SDA) and human (SDM). According to Syahputra et al., (2020) is the main driving factor for company activities, so attention to the workforce is very important. The existence of adequate human resources in an organization determines success, even with sophisticated facilities and technology. The level of employee work discipline reflects their attitude and responsibility towards the company (Hasibuan, 2011; Nopitasari & Krisnandy, 2019). Good work discipline can increase productivity, which in turn helps the organization achieve its goals. High labor productivity depends on employee awareness of the importance of work discipline (Wulandari & Hamzah, 2019). However, developing a good work attitude and discipline is often a challenge. Discipline is needed

Journal homepage: www.iocscience.org/ejournal/index.php/mantik
Page 5 of 11 - Integrity Submission
Submission ID trn:oid:::1:3002634918

to achieve efficiency and effectiveness at work. Apart from clear rules, employee welfare is also important to enforce long-term discipline.

In the free market era, business competition is increasingly fierce, and entrepreneurial innovations such as home industries have become an alternative to remain competitive. Home industries have a positive impact by absorbing labor and increasing household income (Diana & Laila, 2020; Tyas et al., 2020). One example is the food industry in Pia Waru Village, which produces pia cakes with various flavors (Yusuf & Agustina, 2019). However, UMKM in the food industry face specific challenges in maintaining work discipline compared to other sectors. The industry face specific challenges in maintaining work discipline compared to other sectors. The industry demands strict adherence to hygiene and safety standards, timely production, and adaptation to fluctuating demand and supply. These factors necessitate a high level of discipline to ensure consistent quality and compliance with regulations.

This research aims to examine the influence of work discipline factors on the development and existence of micro, small and medium enterprises in the PIA industrial center in Waru Village, Gempol District, with a focus on how discipline impacts productivity and operational in the food sector.

## 2. RESEARCH METHOD

This research aims to analyze the influence of independent variables on the dependent variable using the regression method. The research was carried out by collecting relevant data and then analyzing it using SPSS statistical software. The results of analysis of variance (ANOVA) were used to evaluate the significance of the regression model built.

This research uses a quantitative design with a regression analysis approach (Sugiyono, 2017, 2018; Suwendra, 2018). This design was chosen because it allows researchers to measure the influence of independent variables on the dependent variable and evaluate the strength of the relationship between these variables. The population in this study were all employees in one of the MSMEs in PIA village, namely PIA RB. Samples were taken using the random sampling method so that 30 respondents were obtained. Next, data was collected using questionnaires, interviews and observations. The questionnaire used was tested for validity and reliability before being used in this research.

The collected data was analyzed using SPSS statistical software. Analysis steps include: (a) Descriptive Statistics: To describe the basic characteristics of the collected data (K Trochim, 2006; Watts, 2020). (b) Classical Assumption Test: To ensure that the data meets the assumptions required in regression analysis, such as the normality test (Ghasemi et al., 2012; Ghasemi & Zahediasl, 2012)), multicollinearity test (De Jonge & Dormann, 2003; Perretti et al., 2013), and heteroscedasticity test (Abbas et al., 2022). (c) Regression Analysis: To test the influence of independent variables on the dependent variable (Montgomery, Peck, & Vining, 2012). The results of the regression analysis are presented in the ANOVA table to evaluate the significance of the model. The following is the regression analysis procedure used in this research: 1) Enter independent and dependent variables into the regression model, 2) Conduct an F test to evaluate the overall significance of the model (Weisberg, 2005), 3) Analyze the regression coefficient for each independent variable to determine its effect on the dependent variable (Fairbrother, 2011; Gomila, 2021).

The results of this analysis are then interpreted to draw conclusions regarding the relationship between the variables of leadership example, remuneration, and punitive sanctions on the development of MSMEs (Beck et al., 2005) and to provide recommendations based on these findings (Dang et al., 2021; Wooldridge, 2015).

## 3. RESULTS AND DISCUSSIONS

### 3.1 Result

Based on the results of the analysis of variance (ANOVA) carried out, the following ANOVA table was obtained:

Table 1. ANOVA[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 40.854 | 3 | 13.618 | 3.528 | .029[b] |
| | Residual | 100.346 | 26 | 3.859 | | |
| | Total | 141.200 | 29 | | | |

*Source: Data processing result, 2024*

From the table above, the regression sum of squares (Regression Sum of Squares) is 40,854 with degrees of freedom (df) of 3. This shows that the independent variables consisting of leadership examples, remuneration and punitive sanctions in the model can explain a number of variability in the variables dependent, namely the development of MSMEs. The residual sum of squares (Residual Sum of Squares) is 100,346 with 26 degrees of freedom. This shows that there is still variability in the dependent variable that cannot be explained by the model. The total sum of squares (Total Sum of Squares) is 141,200 with a total of 29 degrees of freedom. The mean square for the regression (Mean Square Regression) is 13,618, while the mean square for the residual (Mean Square Residual) is 3,859. The F statistical value resulting from this analysis is 3.528 with a significance value (p-value) of 0.029.

Next, the regression analysis evaluates the influence of leadership examples (X1), rewards (X2), and punishments (X3) on the development of MSMEs. The key results from the regression coefficients table are summarized below:

Table 2. Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 19.602 | 7.353 | | 2.666 | .013 |
| | Leadership example (X1) | .062 | .278 | .044 | .223 | .826 |
| | Rewards (X2) | .979 | .373 | .520 | 2.627 | .014 |
| | Punishments (X3) | -.155 | .307 | -.085 | -.506 | .617 |

*Source: Data processing result, 2024*

a. Based on the data above, it shows that:

Constant: The constant value is 19.602 with a significant value (Sig.) of 0.013. This shows that if all independent variables (X1, X2, X3) are zero, the MSME development value will be 19,602. Since the significant value is smaller than 0.05, this constant is statistically significant.

b. Leadership Example (X1):

The unstandardized regression coefficient (B) for the leadership example is 0.062 with a standard error (Std. Error) of 0.278. The t-count value is 0.223 with a significant value (Sig.) of 0.826. Because the significant value is greater than 0.05, this shows that leadership examples do not have a significant influence on the development of MSMEs. In other words, changes in leadership models do not have a significant impact on the development of MSMEs in this model.

c. Rewards (X2):

The unstandardized regression coefficient (B) for remuneration is 0.979 with a standard error (Std. Error) of 0.373. The t-count value is 2.627 with a significant value (Sig.) of 0.014. - Because the significant value is smaller than 0.05, this shows that remuneration has a significant influence on the development of MSMEs. This means that providing better compensation can significantly increase the development of MSMEs.

d. Punishments (X3):

The unstandardized regression coefficient (B) for punitive sanctions is -0.155 with a standard error (Std. Error) of 0.307. The t-count value is -0.506 with a significant value (Sig.) of 0.617. - Because the significant value is greater than 0.05, this indicates that punitive sanctions do not have a significant influence on the development of MSMEs. This means that the application of punitive sanctions does not have a significant impact on the development of MSMEs in this model.

e. From the analysis, it can be concluded that:

Rewards play a significant role in enhancing the development of MSMEs, indicating the importance of positive reinforcement and motivation. Leadership examples and punishments do not have a significant impact on the development of MSMEs. This might suggest that while leadership is important, its directly measurable influence might be less significant compared to tangible incentives like rewards. Punitive measures, on the other hand, could have an adverse effect and may not be beneficial for fostering growth and development in MSMEs. These findings underscore the importance of fostering a positive and motivating work environment through rewards to drive the growth and success of MSMEs.

3.2 Discussion

The results of the ANOVA analysis show that the regression model used is significant at the 5% significance level (p-value = 0.029). This means that the independent variables consisting of leadership example, remuneration, punitive sanctions in the overall model have a significant influence on the dependent variable, namely the development of MSMEs. The F statistic value of 3.528 indicates that the regression model used is strong enough to explain the variability in the data. The average squared regression value that is greater than the average squared residual indicates that the model has a good ability to explain data variability. However, there is still some variability that cannot be explained by the model, as indicated by the residual sum of squares of 100,346. This shows that even though the regression model is significant, there are other factors that might influence the MSME development variable (dependent) but are not included in the model. Overall, these results indicate that the independent variables included in the regression model have a significant contribution in explaining the variability of the dependent variable. Therefore, the regression model used can be considered valid and relevant for use in this research. These results provide a strong basis for concluding that the relationship between the variables studied is significant and that the regression model can be used for prediction or further analysis in the context of this research.

This research found that exemplary leadership (X1) does not have a significant influence on the development of MSMEs. This shows that in this context, employees or MSME members are not significantly influenced by the example given by the leader. These findings can be compared with a meta-analysis by Judge and Piccolo (2004) that examined the relationship between leadership styles, including transformational leadership, and organizational outcomes. While the study found a positive relationship between transformational leadership and organizational outcomes, differences in context and type of organization may explain why exemplary leadership was not significant in

this study. In addition, Avolio, Walumbwa, and Weber (2009) in their review of leadership models and theories also highlighted that leadership effectiveness is highly dependent on the specific context, which may be relevant for the case of MSMEs. Furthermore, this research also shows that remuneration (X2) has a significant and positive influence on the development of MSMEs. These findings emphasize the importance of an effective remuneration system in encouraging the development of MSMEs. This is in line with research by (Franco-Santos, 2008; Vidal et al., 2014) which discusses compensation theory and its application, as well as research by (Gerhart, 2008; Kessler, 2012; Nucci & Narvaez, 2021)) regarding performance management and compensation. Both studies highlight that a good remuneration system can increase employee motivation and performance, which in turn can improve organizational development. Thus, this research strengthens the view that providing the right incentives and rewards to employees is an effective strategy to encourage the development of MSMEs. Meanwhile, regarding the Punitive Sanctions variable, this research found that punitive sanctions (X3) did not have a significant influence on the development of MSMEs and even had a small negative effect. These findings indicate that the application of sanctions or punishments may not be effective in encouraging the development of MSMEs and may be counterproductive. Research by Podsakoff et al. (2006) regarding the consequences of punitive actions in organizations found that punitive sanctions are often ineffective and can damage employee motivation. In addition, (Pulido González et al., 2015; Weinstein & Przybylski, 2019)) in their research on intrinsic and extrinsic motivation showed that motivation driven by punishment is usually less effective than motivation driven by rewards. Therefore, this research emphasizes the importance of looking for alternative, more productive approaches to motivating employees in developing MSMEs.

## 4. CONCLUSION

Based on the results of the analysis of variance (ANOVA) that was carried out, the regression model used in this study was proven to be significant at a significance level of 5% (p-value = 0.029). This shows that the independent variables included in the model have a significant influence on the dependent variable. The F statistic value of 3.528 and the regression sum of squares of 40.854 indicate that the regression model can explain most of the variability in the data. The sum of squared residuals of 100,346 indicates variability that cannot be explained by the model, but this is still within acceptable limits. Overall, the regression model used in this research can be considered valid and relevant to explain the relationship between the variables studied. Thus, the results of this research can make a significant contribution to the field of study concerned, and can be used as a basis for further research or practical application.

However, there are several limitations in this study that should be addressed in future research. Firstly, the relatively small sample size may affect the robustness of the results and limit the generalizability of the findings. To overcome this, future studies should consider increasing the sample size to enhance the reliability and validity of the results. Secondly, the model's inability to explain some of the variability in the data, as evidenced by the sum of squared residuals, suggests that there may be other influential factors not included in the current model. Future research could explore additional variables that might impact MSME development to provide a more comprehensive understanding.

Furthermore, while the results indicate that Leadership Example (X1) and Punishment Sanctions (X3) do not have a significant influence on the development of MSMEs, and Remuneration (X2) does, it is important to consider that the study's context may limit the applicability of these findings. Future research could replicate the study in different contexts or with different methodologies to validate these results. Lastly, the current study's focus on the specific variables analyzed might not capture the full

spectrum of factors influencing MSME development, suggesting that a broader approach could yield more nuanced insights.

In conclusion, addressing these limitations in future research can provide a more robust understanding of the factors affecting MSME development and enhance the practical applicability of the findings.

REFERENCES

Abbas, S., Kousar, S., & Khan, M. S. (2022). The role of climate change in food security; empirical evidence over Punjab regions, Pakistan. *Environmental Science and Pollution Research*, *29*(35). https://doi.org/10.1007/s11356-022-19315-7

Beck, T., Demirguc-Kunt, A., & Levine, R. (2005). SMEs, growth, and poverty: Cross-country evidence. *Journal of Economic Growth*, *10*(3). https://doi.org/10.1007/s10887-005-3533-5

Dang, R., Houanti, L. H., Sahut, J. M., & Simioni, M. (2021). Do women on corporate boards influence corporate social performance? A control function approach. *Finance Research Letters*, *39*. https://doi.org/10.1016/j.frl.2020.101645

De Jonge, J., & Dormann, C. (2003). The DISC model: Demand-induced strain compensation mechanisms in job stress. *Occupational Stress in the Service Professions*, *May 2014*.

Diana, & Laila, N. (2020). Strategi Pengembangan Usaha Home Industri Makanan Sebagai Peluang Pendapatan di masa Pandemi Covid 19. *Prosiding Seminar Nasional Pengabdian Masyarakat LPPM UMJ*, *1*(1).

Fairbrother, M. (2011). Explaining Social Change: The Application of Multilevel Models to Repeated Cross-Sectional Survey Data. *Ecpr*.

Franco-Santos, M. (2008). Performance measurement issues, incentive application and globalization. In *Global Compensation: Foundations and Perspectives*. https://doi.org/10.4324/9780203885635-13

Gerhart, B. (2008). Compensation and national culture. In *Global Compensation: Foundations and Perspectives*. https://doi.org/10.4324/9780203885635-21

Ghasemi, A., & Zahediasl, S. (2012). Normality tests for statistical analysis: A guide for non-statisticians. *International Journal of Endocrinology and Metabolism*, *10*(2). https://doi.org/10.5812/ijem.3505

Ghasemi, A., Zahediasl, S., Hosseini-Esfahani, F., Syedmoradi, L., & Azizi, F. (2012). Pediatric reference values for serum zinc concentration in Iranian subjects and an assessment of their dietary zinc intakes. *Clinical Biochemistry*, *45*(15). https://doi.org/10.1016/j.clinbiochem.2012.07.086

Gomila, R. (2021). Logistic or linear? Estimating causal effects of experimental treatments on binary outcomes using regression analysis. *Journal of Experimental Psychology: General*, *150*(4). https://doi.org/10.1037/xge0000920

Hasibuan, M. S. P. (2011). Manajemen Sumber Daya Manusia. *Edisi Revisi Jakarta: Bumi Aksara*.

K Trochim, W. M. (2006). Theoretical Framework - Organizing Academic Research Papers - Research Guides at Sacred Heart University. In *College of Education. Alabama State University; Drafting an Argument*.

Kessler, I. (2012). Remuneration Systems. In *Managing Human Resources*. https://doi.org/10.1002/9781119208235.ch12

Nopitasari, E., & Krisnandy, H. (2019). Pengaruh Gaya Kepemimpinan Demokratis, Motivasi Intrinsik Dan Disiplin Kerja Terhadap Kinerja Karyawan PT Pangansari Utama Food Industry. *Oikonomia: Jurnal Manajemen*, *14*(1). https://doi.org/10.47313/oikonomia.v14i1.511

Nucci, & Narvaez, D. (2021). Positive Youth Development in the United States: History, Efficacy, and Links to Moral and Character Education. In *Handbook of Moral and Character Education*. https://doi.org/10.4324/9780203931431-33

Perretti, C. T., Munch, S. B., & Sugihara, G. (2013). Reply to Hartig and Dormann: The true model myth. In *Proceedings of the National Academy of Sciences of the United States of America* (Vol. 110, Issue 42). https://doi.org/10.1073/pnas.1312461110

Pulido González, J. J., Sánchez-Oliva, D., González-Ponce, I., Amado Alonso, D., Montero Carretero, C., & García-Calvo, T. (2015). Adaptación y validación de un cuestionario para valorar la motivación en el contexto deportivo. *Cuadernos de Psicología Del Deporte*, *15*(3). https://doi.org/10.4321/s1578-84232015000300002

Sugiyono. (2017). Metode penelitian pendidikan:(pendekatan kuantitatif, kualitatif dan R & D). In *Bandung: Alfabeta*.

Sugiyono. (2018). Metode Peneiltian Kuantitatif, Kualitatif dan R&D. In *Alfabeta Bandung*.

Suwendra, I. W. (2018). Metodologi Penelitian Kualitatif dalam Ilmu Sosial, Pendidikan, Kebudayaan, dan Keagamaan. In *NilaCakra Publishing House, Bandung*.

Syahputra, M. E., Bahri, S., & Rambe, M. F. (2020). Pengaruh Kepemimpinan, Disiplin dan Motivasi Terhadap Kinerja Pegawai Dinas Tarukim Labura. *Pamator Journal*, *13*(1). https://doi.org/10.21107/pamator.v13i1.7017

Tyas, W. P., Sianturi, O. O., & H, J. K. P. (2020). Analisis Kebijakan Pemerintah Dalam Pengembangan Usaha Mikro Kecil Dan Menengah (Umkm) Berbasis Rumah (Home-Based Enterprises/Hbe) Di Kota Semarang, Surakarta, Boyolali, Salatiga, Dan Surabaya. *Jurnal Pengembangan Kota*, *8*(1). https://doi.org/10.14710/jpk.8.1.78-89

Vidal, L., Cordón, E., & Torre, J. M. de La. (2014). ¿ofrecen las empresas los beneficios sociales que demandan los trabajadores? *Observatorio de La Retribuición*.

Watts, M. (2020). Developing a Theoretical Framework. In *Completing Your EdD: The Essential Guide to the Doctor of Education*. https://doi.org/10.1108/978-1-78973-563-520201007

Weinstein, N., & Przybylski, A. K. (2019). The impacts of motivational framing of technology restrictions on adolescent concealment: Evidence from a preregistered experimental study. *Computers in Human Behavior*, *90*. https://doi.org/10.1016/j.chb.2018.08.053

Wooldridge, M. (2015). Postructuralism and Feminism: The Interplay between Gender, Language and Power. *E-International Relations*.

Wulandari, A., & Hamzah, R. (2019). Dampak Disiplin Kerja Dan Kemampuan Kerja Terhadap Prestasi Kerja Karyawan. *Jurnal Signaling STMIK Pringsewu*, *8*(2).

Yusuf, L. A., & Agustina, I. F. (2019). *Community Economic Empoerment in Pia Village , Kejapanan Village , Gempol District , Pasuruan Regency [ Pemberdayaan Ekonomi Masyarakat di Kampung Pia Desa Kejapanan Kecamatan Gempol Kabupaten Pasuruan ]*. 1–8.