

## ABSTRAK

Penelitian ini bertujuan untuk mengetahui *Reward* dan *Punishment* terhadap Semangat Kerja dan Gaya Kepemimpinan sebagai variabel moderasi. Objek penelitian ini adalah UD. Mutiara rasa Ajung Jember yang memiliki jumlah populasi 33 karyawan, khususnya karyawan tetap. Teknik pengambilan sampel menggunakan populasi sensus. Teknik pengumpulan data menggunakan wawancara, kuesioner dan studi pustaka dan alat analisis data menggunakan regresi linier berganda. Berdasarkan hasil penelitian yang diperoleh dari Hasil Uji t, uji F dan uji Determinasi ( $R^2$ ). Menunjukkan bahwa *Reward* (0,000) dan *Punishment* (0,002) berpengaruh signifikan terhadap Semangat Kerja karyawan secara parsial, sedangkan *Reward* dan *Punishment* berpengaruh signifikan terhadap Semangat Kerja karyawan secara simultan. Uji analisis regresi moderasi menunjukkan bahwa Reward (0,000) Gaya Kepemimpinan (0,001) dan interaksi 1 (0,003) berpengaruh positif terhadap Semangat Kerja karyawan sedangkan Punishment (0,003) Gaya Kepemimpinan (0,000) dan interaksi 2 (0,013) berpengaruh positif terhadap Semangat Kerja karyawan dan uji koefisien determinasi efek utama (91,2%), efek moderai 1 (92,1%), dan efek moderasi 2 (93,6%). Semangat Kerja karyawan dipengaruhi oleh Reward, Punishment dan Gaya Kepemimpinan sedangkan sisanya dipengaruhi variable lain di luar penelitian.

Kata Kunci : *Reward*, *Punishment*, Gaya Kepemimpinan Dan Semangat Kerja.

## **ABSTRACT**

*This study aims to determine the Reward and Punishment on Morale and Leadership Styles as a moderating variable. The object of this study is UD. Mutiara Rasa Ajung Jember has a population of 33 employees, especially permanent employees. The sampling technique using census population. The technique of collecting data using interviews, questionnaires and literature study and data analysis tools using multiple linear regression. Based on the results obtained from the results of the t test, F test and test of determination ( $R^2$ ). shows that Reward (0,000) and Punishment (0.002) significantly affects employees Morale partially, while Reward and Punishment significant effect on Morale of employees simultaneously. Test analysis regression moderation indicates that Reward (0,000) Leadership Style (0.001) and the interaction of 1 (0.003) positive effect on Morale of employees while Punishment (0,003) Leadership Styles (0,000) and the interaction of 2 (0,013) has a positive effect on Morale of employees and The main effect coefficient determination test (91.2%), the effect moderai 1 (92.1%), and the moderating effects of 2 (93.6%) Working .Semangat employees affected by Reward, Punishment and leadership style while the rest influenced by other variables in outside research*

*Keywords: Reward, Punishment, Leadership Styles And employee morale*