

ABSTRAK

Penelitian ini menganalisis kinerja pegawai SMK Muhammadiyah 7 (SMK MUTU) Gondanglegi Kab. Malang. Indikator kehadiran jam kerja menunjukkan penurunan dan belum mencapai kehadiran yang optimal. Sementara itu, indikator tingkat kehadiran pegawai dalam mengikuti kegiatan *Morning Spiritual Gathering* (MSG) dan kegiatan sekolah juga menunjukkan penurunan. Indikator kontribusi dalam kegiatan sukses Penerimaan Peserta Didik Baru (PPDB) masih sangat rendah. Secara keseluruhan, data ini menunjukkan kinerja pegawai di SMK MUTU perlu ditingkatkan lebih lanjut, terutama kehadiran jam kerja, kehadiran kegiatan MSG, kegiatan sekolah, dan kontribusi kegiatan PPDB. Penelitian ini bertujuan mengeksplorasi bagaimana *reward*, *punishment*, dan keteladanan pimpinan berdampak pada budaya organisasi dan kinerja pegawai. Penelitian ini menggunakan metode deskriptif dan verifikatif untuk mengeksplorasi hubungan antara *reward*, *punishment*, dan keteladanan pimpinan terhadap budaya organisasi dan kinerja pegawai. Data dikumpulkan melalui kuesioner, wawancara, observasi, dan telaah pustaka yang melibatkan sampel sebanyak 108 pegawai yang dipilih melalui sampel jenuh. Pengujian hipotesis menggunakan analisis SEM-PLS mengungkapkan adanya pengaruh positif dan signifikan dari *reward*, *punishment*, dan keteladanan pimpinan terhadap budaya organisasi dan kinerja pegawai. Akan tetapi, budaya organisasi tidak berpengaruh terhadap kinerja pegawai. Budaya organisasi tidak memediasi *reward*, *punishment*, dan keteladanan pimpinan terhadap kinerja pegawai. Temuan ini menunjukkan bahwa memperkuat sistem *reward*, penerapan *punishment* yang bijak, dan penguatan peran keteladanan pimpinan yang konsisten merupakan strategi penting untuk meningkatkan kinerja pegawai.

Kata kunci: Kinerja pegawai, *reward*, *punishment*, keteladanan pimpinan, budaya organisasi

ABSTRACT

This study examines the performance of employees at SMK Muhammadiyah 7 (SMK MUTU) Gondanglegi, Malang Regency. The indicator of work-hour attendance is declining and has not achieved acceptable levels. Meanwhile, staff participation at Morning Spiritual Gathering (MSG) and school programs is declining. The indicator of contribution to the success of New Student Admissions (PPDB) initiatives remains quite low. Overall, these statistics show that employee performance at SMK MUTU need additional improvement, particularly work hour attendance, MSG activity attendance, school activities, and PPDB activity contributions. This study will look into how rewards, punishments, and leadership role models affect company culture and employee performance. This study employs descriptive and verification approaches to investigate the impact of rewards, punishments, and leadership role models on organizational culture and employee performance. Data were gathered using surveys, interviews, observations, and literature studies on a sample of 108 employees chosen by saturation sampling. Hypothesis testing with SEM-PLS analysis demonstrated a favorable and significant impact of reward, punishment, and leadership role models on organizational culture and employee performance. However, organizational culture had little effect on employee performance. Employee performance was not mediated by organizational culture in terms of reward, punishment, or leadership role models. These findings suggest that strengthening the reward system, applying smart punishment, and emphasizing the need of a consistent leadership role model are essential tactics for improving employee performance.

Keyword: Employee performance, reward, punishment, leadership role models, organizational culture