



WORK FACILITIES AS A MODERATING VARIABLE IN THE INFLUENCE OF REWARDS ON EMPLOYEE PERFORMANCE

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ABSTRACT

This research is quantitative with an explanatory approach, an approach that relies on previous fundamental research to create, develop, and prove the hypotheses presented in this article. The data used in this study is primary data obtained by the researcher from 275 lecturers spread throughout Indonesia. The data obtained by the researcher was analyzed using the smart PLS 4.0 analysis tool. The conclusion in this article show that the hypothesis used in this article whether it can be proven or not. Based on the results of the first row in the table, it shows that the Reward variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values are positive and below the 0.05 significance level, namely 0.009. These results mean that the greater the reward given by the campus to lecturers can make lecturers happy, enthusiastic in working, and satisfied in accepting the job. Ultimately, this can improve Employee Performance. In the next hypothesis, the Work Facilities variable is also acceptable, meaning that the Work Facilities variable can moderate the influence of the Reward variable on Employee Performance because the P-Values also tend to be positive and have a significant influence on Employee Performance, namely 0.000. More significant than direct testing of 0.009. Thus, it can be concluded that the first and second hypotheses in this article can be accepted and proven.

Keywords: Work Facilities, Reward, Employee Performance



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INTRODUCTION

Efforts to obtain professional personnel in accordance with the demands of the position require balanced development, namely an effort to plan, organize, use and select workers so that they are able to carry out tasks effectively and efficiently. As a concrete step in the results of the development, the meaning of giving awards to employees who have demonstrated good work performance. The award is an effort of

the company in providing compensation or employee work results, so that it can encourage employees to work harder and have potential. The company gives it when an employee's work results have met or even exceeded the standards set by the company. There are also those who give awards to employees because their work period and dedication can be used as an example for other employees (Purnama, 2015).

An organization provides rewards to employees as a form of reciprocity for their performance. The rewards provided by the organization are the right of every employee in the organization who has demonstrated their performance. Furthermore, organizations provide rewards to employees to motivate their performance and encourage loyalty and retention. Rewards come in a number of different forms, including monetary (salary, bonuses, incentives), awards, and benefits (Hindarti & Wayyudi, 2011).

According to (Maryati & Fernando, 2018), rewards are a form of remuneration given by a company to its employees for their contributions of energy and thought to the company's progress and to achieve its stated goals. According to (Marzuqi, 2021), the objectives of rewards include: a. Collaborative bonds: By providing rewards, formal bonds of cooperation are established between superiors and subordinates. b. Job satisfaction: With rewards, employees can fulfill their physical, social, and egoistic needs, making it easier for them to achieve satisfaction. c. Effective procurement: If the rewards program is set sufficiently high, it will be easier for the company to procure quality goods. d. Motivation: If the rewards provided are high enough, it will be easier for superiors to motivate their subordinates. e. Discipline: By providing adequate rewards, employee discipline improves, and they will be aware of and comply with applicable regulations.

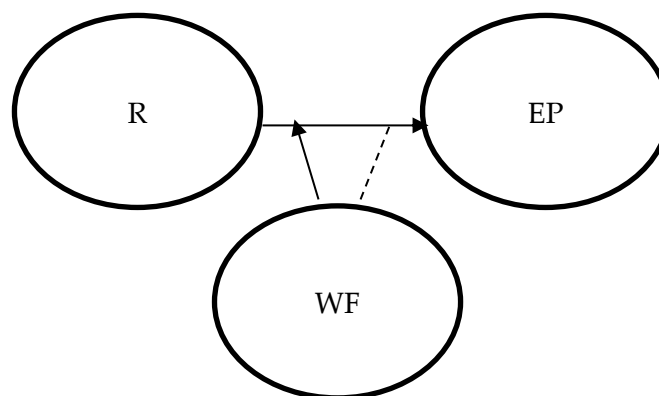
According to Winardi (2004) in (Wakhid, 2021), the forms of rewards can be classified as follows: a. Material in the form of salary/wages: Salary or wage increases, bonus plans, incentive plans. b. Rewards outside of salary: In the form of work breaks and bonuses. c. Social rewards: In the form of informal rewards, praise, smiles, evaluative feedback, nonverbal cues, pats on the shoulder, asking for breakfast, invitations to have coffee or eat together, formal awards and wall plaques. According to Mahmudi (2005) in (Wakhid, 2021), the components of the reward system consist of the following elements: 1. Salary and Bonus: This is a very important reward component for employees. This includes basic salary and additional financial compensation in the form of bonuses and stock grants (stock options and stock grants). Rewards for high performance can be given in the form of salary increases, bonuses, or stock grants. The salary package offered as a reward includes the following components: a. Increase in basic salary, b. Additional honorarium, c. Short-term incentives.. d. Long-term incentives. 2. Welfare: Welfare can be measured in value. Various employee welfare programs offered by organizations as a form of reward for work performance, for

example: a. Allowances, including job objectives, structural allowances, health benefits, child education allowances, family allowances and old-age benefits. b. Work facilities, such as official vehicles, personal drivers and official residences. c. Spiritual welfare, such as recreation, holidays, worship packages and so on. 3. Career development: Career development is a prospect for future performance. This career development is important to be given to employees who have satisfactory work performance so that the employee's value is higher so that they are able to provide better performance in the future. Career development provides opportunities for high-achieving employees to learn and improve their knowledge. Skills and expertise. Rewards through career development can be formed: s. assignments for further study, b. Assignments to participate in training programs, courses, coffee shops, workshops, seminars, semi-locators and so on. c. Assignments for internships or comparative studies. d. Psychological and social awards (Supriyanto, 2019).

Based on the explanation above, the researcher believes that the reward variable can have a positive relationship and a significant influence on employee performance. This research aligns with several previous studies, namely (IHSAN, 2019); (RIANSYAH, 2021) & (APRIANTI, 2024). Unlike the research of (IHSAN, 2019); (RIANSYAH, 2021) & (APRIANTI, 2024), this article adds the Work Facilities variable as a moderating variable.

RESEARCH METHODS

Figure 1
Model



Noted:

R: Reward

EP: Employee Performance

WF: Work Facilities

Hypothesis:

H1: The Influence of Reward on Employee Performance

H2: Work Facilities can moderates The Influence of Reward on Employee Performance

The first figure above shows that this article aims to analyze the influence of the reward variable on company performance. This is in line with several previous studies, namely (IHSAN, 2019); (RIANSYAH, 2021) & (APRIANTI, 2024). This research is quantitative with an explanatory approach, an approach that relies on previous fundamental research to create, develop, and prove the hypotheses presented in this article (Jonathan Sarwono, 2016) & (Panggabean, 2018). The data used in this study is primary data obtained by the researcher from 275 lecturers spread throughout Indonesia (Andreas, 2020) & (Amallia, 2018). The data obtained by the researcher was analyzed using the smart PLS 4.0 analysis tool, with a more complete explanation below.

RESULT AND DISCUSSION

Background Analysis

Efforts to obtain professional personnel in accordance with the demands of the position require balanced development, namely an effort to plan, organize, use and select workers so that they are able to carry out tasks effectively and efficiently. As a concrete step in the results of the development, the meaning of giving awards to employees who have demonstrated good work performance. The award is an effort of the company in providing compensation or employee work results, so that it can encourage employees to work harder and have potential. The company gives it when an employee's work results have met or even exceeded the standards set by the company. There are also those who give awards to employees because their work period and dedication can be used as an example for other employees (Purnama, 2015).

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Validity Test

The first step required in this article is the validity test, which aims to determine whether the data obtained from the two hundred and seventy-five lecturers who participated in this article is valid. Based on this, the following are the results of the validity test in this article (Sarstedt et al., 2014):

Table 1
Validity Test

Variable	Question Item	Loading Factor
Reward (X)	Rewards Can Influence Employee Performance	0.898
	Rewards Can Boost Employee Spirit at Work	0.894
	Rewards Can Make Employees More Successful at Work	0.918
	Rewards Can Influence Employee Satisfaction at Work	0.921
Employee Performance (Y)	Employee Performance Can Be Influenced by Rewards	0.941
	Employee Performance Can Be Influenced by Work Facilities	0.961
	Employee Performance Is Influenced by Employee Spirit at Work	0.958
	Employee Performance Can Be Influenced by Employee Satisfaction at Work	0.968
Work Facilities (Z)	Work Facilities Can Influence Employee Performance	0.987
	Work Facilities Can Strengthen the Effect of Rewards on Employee Performance	0.992

Valid > 0.70

Reliability Test

The next stage is to verify the reliability of the variables used in this article, including Reward, Employee Performance, and Work Facilities. Based on this, the following are the results of the reliability test in this article (Ghozali, 2016):

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Reward	0.917	0.875	Reliable
Employee Performance	0.958	0.905	Reliable
Work Facilities	0.982	0.931	Reliable

Reliable > 0.70

Path Coefisien

The final stage is the verification stage of the hypothesis used in this article, whether it can be proven or not. This stage serves as a conclusion and a measure of the success or failure of the hypothesis used in this article. Based on this, the following are the results of the Path Coefficients in this article (Hair, 2010).

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	R->EP	0.009	Accepted
Indirect Influence	WF* R->EP	0.000	Accepted

Significant Level < 0.05

The final stage in this research is the stage of proving the hypothesis used in this article whether it can be proven or not. Based on the results of the first row in the table, it shows that the Reward variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values are positive and below the 0.05 significance level, namely 0.009. These results are in line with a number of previous studies, namely (IHSAN, 2019); (RIANSYAH, 2021) & (APRIANTI, 2024). These results mean that the greater the reward given by the campus to lecturers can make lecturers happy, enthusiastic in working, and satisfied in accepting the job. Ultimately, this can improve Employee Performance. In the next hypothesis, the Work Facilities variable is also acceptable, meaning that the Work Facilities variable can moderate the influence of the Reward variable on Employee Performance because the P-Values also tend to be positive and have a significant influence on Employee Performance, namely 0.000. More significant than direct testing of 0.009. Thus, it can be concluded that the first and second hypotheses in this article can be accepted and proven.

CONCLUSION

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