
FACTORS AFFECTING EMPLOYEE PERFORMANCE MEDIATED BY EMPLOYEE MOTIVATION AT PT. XYZ

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Abstract

This study aims to determine the Influence of Reward and Organizational Justice on Employee Performance Mediated by Employee Motivation (Empirical Study: Employees at PT. XYZ). The population taken in this study only focuses on all employees of PT. XYZ has 98 employees. The sampling technique in this study uses a saturated sampling technique, where all populations in this study are used as samples. This research method uses quantitative SEM analysis and uses PLS software. The results of the study show that Rewards have a positive and significant effect on employee performance. Organizational fairness has a positive and significant effect on employee performance. Rewards have a positive and significant effect on increasing employee motivation. Organizational fairness has a positive and significant effect on employee motivation. Employee motivation has a positive and significant effect on employee performance. Employee motivation can mediate the influence of rewards on employee performance. Employee motivation can mediate the influence of organizational justice on employee performance.

Keywords: Reward, Organizational Justice, Employee Performance, Motivation

INTRODUCTION

People work for a variety of reasons, but generally the main motivation is to meet the needs of daily life. From meeting personal to family needs, motivation can take the form of various incentives, both material and non-material. Therefore, companies that recognize and support these needs through the right development programs, awards, and incentives will see improvements in productivity and job satisfaction. In a broader context, good human resource management not only has an impact on employee satisfaction but also on the long-term success of the company. There are often problems that occur in human resources in a company/organization. One example is the decline in employee performance. This decline can be caused by employee dissatisfaction in an organization or company. An organization that is directly related to the public requires good performance so that the quality of service provided can satisfy customers so that it achieves the company's target (Wasiati, 2018).

Employee performance is the result of work in quantity and quality that has been achieved by employees in carrying out their duties as employees in accordance with the responsibilities given to them (Mangkunegara, 2011). A company needs to conduct a performance appraisal on its employees. Performance appraisals can play a very important role in increasing motivation in the workplace. Assessment should provide an accurate picture of work performance (Sunyoto, 2019). It can be concluded that performance is related to the work achievements of employees who work in a company which is in accordance with the responsibilities of each employee. Related to employee performance problems in agencies or companies which is one of the factors supporting the success/achievement of company targets.

PT. XYZ is one of the companies engaged in machine service and engineering Requires employees who are proficient in the use of heavy equipment, operate machines and can work closely with a team. Based on the results of an interview with HRD PT. XYZ employee performance is important in the success of the company, therefore various ways have been

used to improve employee performance. In the interview, the researcher saw a phenomenon that some employees did not meet the company's expected performance.

Based on the researcher's interview with seven employees at PT. XYZ they say they want to have a better job. This identifies an intention to quit his job. Furthermore, they were asked about the reason why they wanted to quit their jobs as employees of PT. XYZ because there is no reward/bonus, lack of organizational justice from the leadership so that they feel lost motivation to work and jealous of senior workers.

Factors that can affect the good performance of employees in the company are organizational fairness, reward, and motivation (Palupi & Hendiarto, 2018). This is in line with research Manzoor et al. (2021) who state that factors that can affect employee performance are motivation and reward. Employee motivation is important to pay attention to, the more motivated a person is, the more they can increase their enthusiasm in carrying out their work so that they can improve employee performance (Yusuf, 2021). The level of motivation of an individual or team is given in their tasks or work which can affect all aspects of an organization's performance (SISWANTO et al., 2021). By applying reward, employees will keep them focused and motivated to do something even better. Existence reward will cause passion and enthusiasm to work, so that if employees have felt the passion and enthusiasm from within themselves, employees will automatically be motivated to improve their best performance at work.

Organizational justice, or the perception of fair treatment at work, plays a crucial role in shaping employee attitudes and behaviors, which significantly impact organizational success. Rewards, both financial and non-financial, serve as powerful motivators that enhance employee performance, engagement, and productivity. When organizations implement fair reward systems and ensure just treatment, employees feel valued, leading to improved performance, increased loyalty, and reduced turnover. This creates a positive work culture that supports the company's strategic goals, making the investment in rewards and organizational fairness essential for long-term success.

Given the importance of these two elements, further research is needed to assess the extent to which Reward and organizational fairness affects employee motivation and how it directly impacts their performance. This study aims to analyze the relationship between giving Reward and organizational justice activities with motivation levels, as well as observing how the increase in motivation affects employee performance improvement. Related to this study that chose an empirical study on PT. XYZ is one of the companies engaged in manufacturing machinery repair services that are competitive with other similar companies, of course in the service sector. This research focuses on PT. XYZ which has been operating since 2014, in 1 decade of experience this company has built a reputation as a manufacturing machinery repair service with repair services including process Coating like hardchrome, metal spray, ceramic coating, and grinding. Commitment and consistency in the results of the repaired machinery make PT. XYZ has high credibility in the eyes of customers and partners.

In addition to the gap phenomenon that occurs in the research object, namely at PT. XYZ, has been found several research gap and the inconsistency of research results from several studies conducted by previous researchers so that researchers are interested in researching this title further. Reward has a positive effect on employee performance (Gunawan et al., 2023; I. W. Pratama & Sukarno, 2021; Rismawati et al., 2022; Sofiati, 2021), but is contrary to the results of the study by A. Pratama et al. (2022) which states that Reward It has no effect on employee performance. Organizational justice has a positive effect on employee performance (Hermanto & Srimulyani, 2022; Karlinda et al., 2022; Pakpahan et al., 2020; Retnowati & Darmawan, 2022), but it is contrary to the results of Amanda & Perdhana (2023) which states that organizational justice has no effect on

employee performance. Work motivation had a positive effect on employee performance (Abidin & Sasongko, 2022; Herlambang et al., 2022; Sarianti et al., 2021; Yusuf, 2021), but it was contrary to the results of research by Iswari & Pradhanawati (2018) and Jufrizen (2021) which stated that organizational fairness had no effect on employee performance.

This research investigates the impact of rewards and organizational fairness on employee performance at PT. XYZ, with a focus on how employee motivation mediates this relationship. The study highlights that insufficient rewards and low organizational justice can hinder motivation, ultimately affecting individual performance. By exploring these factors, the research aims to help PT. XYZ enhance employee performance and motivation, which is crucial for the company's success and competitiveness in delivering quality service. Due to inconsistencies in previous studies, this research re-examines these variables within the context of PT. XYZ to address existing gaps. The hypotheses used in this study are:

- 1) Rewards have a positive and significant effect on employee performance at PT. XYZ
- 2) Organizational justice has a positive and significant effect on employee performance at PT. XYZ
- 3) Rewards have a positive and significant effect on employee motivation at PT. XYZ
- 4) Organizational justice has a positive and significant effect on employee motivation at PT. XYZ
- 5) Employee motivation has a positive and significant effect on employee performance at PT. XYZ
- 6) Employee motivation can mediate the influence of rewards on employee performance at PT. XYZ
- 7) Employee motivation mediates the influence of organizational justice on employee performance at PT. XYZ

RESEARCH METHOD

This research using a quantitative method can be interpreted as a research method based on the philosophy of positivism which is used to research on a certain population or sample. The sampling technique was carried out randomly, data collection using research instruments and quantitative data analysis with the aim of testing the hypothesis that had been determined. Based on the explanation above, it can be concluded that the quantitative approach is an approach that tests hypotheses using statistical data tests to be accurate. Based on the background and formulation of the problem, this study uses a quantitative approach to measure the Influence of Organizational Rewards and Fairness on Employee Performance Mediated by Employee Motivation (empirical study: employees at PT. XYZ).

This research uses associative research that aims to find out the relationship between two or more variables, then this research will be able to build a theory that can explain and control a situation. Based on the above statement, this study uses associative research. Where the researcher will try to find out the mutual relationship between the four variables in this study, namely Reward (X1), Organizational Justice (X2), Employee Performance (Y1) and Work Motivation (Z).

The population taken in this study only focuses on all employees of PT. XYZ has 98 employees. The sample in this study is 98 respondents, in this study the author uses saturated sampling where all members of the population and sample. The sample taken by the author is all employees at PT. XYZ with 98 employees.

In this study, the author uses an interval scale with the likert measurement method to measure the variables to be studied through a questionnaire containing a list of statements distributed to the respondents. The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about phenomena. In the Likert scale, the

variables to be measured are described as variable indicators. Then the indicator is used as a starting point to compile instrument items that use the Likert scale have values from very positive to very negative.

In accordance with the hypothesis that has been formulated, in this study, the analysis of inferential statistical data is measured using Smart PLS (Partial Least Square) software starting from the measurement of the model (outer model), model structure (inner model), and hypothesis testing. The outer model is a measurement model that describes the relationship between latent variables and their indicators. The measurement model (outer model) is a test to measure the validity and reliability of a data.

RESULT AND DISCUSSION

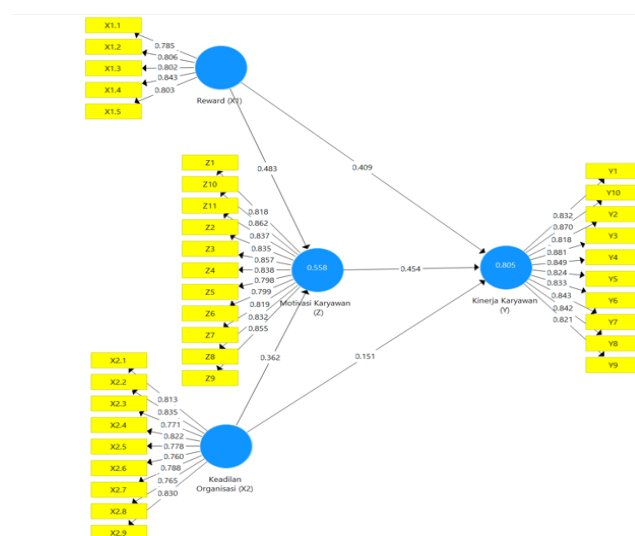


Figure 1. Uji Convergent Validity
Source: SmartPLS Output (2024)

The convergent validity test in figure 1 can be seen that all indicators have met the convergent validity because they have a loading factor above 0.50.

Table 1. Composite Reliability and Cronbach's Alpha Test Results

	Cronbach's Alpha	rho_A	Composite Reliability
Organizational Justice (X2)	0.928	0.929	0.940
Employee Performance (Y)	0.954	0.954	0.960
Employee Motivation (Z)	0.956	0.956	0.961
Reward (X1)	0.868	0.875	0.904

Source : Data processed by the author (2024)

Based on Table 1, the results of the composite reliability and Cronbach's Alpha tests have a \geq value of 0.7, which means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent.

R-square Value Testing

Table 2. R-square Value Test Results

	R Square	R Square Adjusted
Employee Performance (Y)	0.805	0.799
Employee Motivation (Z)	0.558	0.549

Source : Data processed by the author (2024)

The table above shows that the R-square value for the Employee Motivation (Z) variable is obtained as 0.558. These results show that 55.8% of the Employee Motivation (Z) variables can be influenced by the Reward (X1) and Organizational Justice (X2) variables.

The R-square value for the Employee Performance variable (Y) was obtained as 0.805. These results show that 80.5% of the Employee Performance (Y) variables can be influenced by the variables Reward (X1), Organizational Justice (X2) and Employee Motivation (Z).

Hypothesis Test Results

Table 3. Hypothesis Testing Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Justice (X2) - > Employee Performance (Y)	0.151	0.163	0.069	2.186	0.029
Organizational Justice (X2) - > Employee Motivation (Z)	0.362	0.375	0.082	4.425	0.000
Employee Motivation (Z) -> Employee Performance (Y)	0.454	0.443	0.073	6.193	0.000
Reward (X1) -> Employee Performance (Y)	0.409	0.405	0.073	5.638	0.000
Reward (X1) -> Employee Motivation (Z)	0.483	0.463	0.104	4.630	0.000
Mediation Test					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Justice (X2) - > Employee Motivation (Z) - > Employee Performance (Y)	0.164	0.167	0.047	3.510	0.000
Reward (X1) -> Employee Motivation (Z) -> Employee Performance (Y)	0.220	0.206	0.060	3.637	0.000

Source : Data processed by the author (2024)

Rewards Have a Positive and Significant Effect on Employee Performance

Hypothesis 1 in this study is accepted. Reward (X1) has a significant positive effect on Employee Performance (Y). Rewards in a company are considered necessary in a company and are a simple thing to be applied in a company. Rewards can increase employee productivity to achieve competitive advantage and support employee performance. The results of the study are in line with Siagian (2010) and Abebe & Haile (2020). Thus, the existence of rewards will improve employee performance (Siagian, 2010). This is reinforced by research by Abebe & Haile (2020) that rewards have a positive and significant effect on

employee performance. Reward is one of the strengths, a company that gives rewards to its employees can be said to be a company that has a goal of wanting to advance for its company.

Organizational Fairness Has a Positive and Significant Effect on Employee Performance

Hypothesis 2 in this study is accepted. Organizational Justice (X2) has a significant positive effect on Employee Performance (Y). Organizational justice requires openness and transparency from leaders to their employees from fair and ethical treatment. Procedural, interactional, and distributive organizational justice will of course affect employee reactions. The results of the study are in line with Retnowati & Darmawan (2022) and Karlinda et al. (2022) in their research revealing that organizational justice in a company has a positive and significant influence on employee performance in a company. Research from Rahman & Karim (2022) states that organizational justice has a positive and significant influence on employee's performance.

Rewards Have a Positive and Significant Effect on Increasing Employee Motivation

Hypothesis 3 in this study is accepted. Reward (X1) has a significant positive effect on Employee Motivation (Z). The success of the company can be seen through the performance of its employees. If the performance of the employees is good, it will have an impact on the company's profits. To achieve optimal performance, motivation is needed in employees. Human nature in an organization is assumed by assuming theory X and theory Y as stated by (Hasibuan, 2019). The assumption of theory X contains negative individual traits such as not liking to work, not ambitious, not creative and lazy, while the assumption of theory Y contains positive individual traits such as enthusiasm for work, having ambitions towards the better, creative and diligent. Rewards are raised to motivate a person to be active in carrying out their responsibilities because there is an assumption that by giving rewards for the results of their work, employees will work more optimally (Ghaniyyaturrahmah, 2023). The results of the study are in line with Ghaniyyaturrahmah (2023) and Herawati et al. (2022) who stated that rewards have a positive and significant effect on work motivation.

Organizational Fairness Has a Positive and Significant Effect on Employee Motivation

Hypothesis 4 in this study is accepted. Organizational Justice (X2) has a significant positive effect on Employee Motivation (Z). Organizational justice is the perception of employees whether the organization treats them fairly or not (Murtiman et al., 2018). Organizational justice is a concept in organizations that is very important for employees to feel. Organizational justice is defined as employees' perception of the level of justice provided by an organization or company in relation to the treatment provided. Organizational justice is the extent to which the company or organizational environment is considered fair and follows rules that will cause work motivation as employees have desires or needs that develop in individuals to do work to achieve personal and organizational goals and satisfy their desires or needs, which are influenced by these two factors (Malhotra et al., 2022).

Employee Motivation Has a Positive and Significant Effect on Employee Performance

Hypothesis 5 in this study is accepted. Employee Motivation (Z) has a significant positive effect on Employee Performance (Y). Employee motivation in a company can be considered simple and can also be a complex problem, because basically humans are easy to be motivated by giving what they want. Motivation is formed from an employee's attitude in dealing with work situations. Motivation is a condition that moves employees who are directed to achieve organizational goals (work goals) and employee performance (Yusuf,

2021). In the research that has been carried out by Herawati et al. (2022), it was concluded that motivation is one of the factors that has a positive and significant effect on employee performance. Highly motivated employees tend to be more productive, innovative, increase a person's energy, focus, and commitment to work which leads to improved employee performance.

Employee Motivation Can Mediate the Influence of Rewards on Employee Performance

Hypothesis 6 in this study is accepted. Reward (X1) has a positive and significant effect on Employee Performance (Y) through Employee Motivation (Z) as an intervening variable. Motivation as a trigger encourages employee performance to improve by paying attention to the results of the reward system. The reward system as regulated in the regulations is to motivate, increase work morale, improve employee performance and retain employees who have the potential not to leave the organization, but in practice there is no difference in the provision of rewards between employees who have a high level of education and a low level of education, this fact if ignored will cause employees to look for additional work in outside the institution, because the rewards received in return for work services are not enough for daily needs, which will have an impact on work motivation and employee performance will decrease (Gunawan et al., 2023).

Employee Motivation Mediates the Influence of Organizational Justice on Employee Performance

Hypothesis 7 in this study is accepted. Organizational Justice (X2) has a positive and significant effect on Employee Performance (Y) Through Employee Motivation (Z) as an intervening variable. Employee performance has a great influence on the success of an organization, and can be a benefit for the company and also a source of problems for the company. Employee performance is determined by many factors, including Organizational Fairness, and Motivation. Companies that treat their employees fairly can create good working conditions and situations (Sunyoto, 2019). Fairness in the company is carried out by providing salaries that are in accordance with their performance and treating all employees equally. So that this can have an impact on the continuity of employee work (Handoko, 2022). Motivation is the spirit that exists from within or from outside a person and builds the spirit to excel in something that is pursued, including in work. Work motivation can be a driving force in humans to carry out their duties and responsibilities Work motivation has a fairly important role in encouraging employee performance, because if employees have high motivation, then employees can complete their work quickly and in accordance with the target. Work motivation can affect performance, performance can also affect motivation, abadikan followed by providing organizational justice (Malhotra et al., 2022).

CONCLUSION

The research concludes that both rewards and organizational justice have positive and significant effects on employee performance and motivation at PT. XYZ, with higher rewards and perceived fairness leading to increased motivation and enhanced performance. Employee motivation also mediates the impact of rewards and organizational justice on performance. The study suggests that PT. XYZ should improve its reward system, particularly in promotion opportunities, and address organizational fairness, especially in workload distribution. Additionally, fostering mutual respect and honest communication among employees, alongside motivating actions from the company, can further enhance performance and reduce issues like absenteeism. For future research, it is recommended to explore the long-term effects of sustained reward and organizational justice practices on performance and

motivation, considering factors like job satisfaction and retention rates, as well as comparing these effects across different industries and organizational cultures.

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