THE EFFECT OF REWARD AND WORK ENVIRONMENT ON EMPLOYEES' PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE

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ABSTRACT

The purpose of this research was to find out and obtain information related to the influence of reward, work environment and motivation on employees' performance at the Raja Ahmad Tabib Hospital. The sample of this research was nurses from Raja Ahmad Tabib Hospital, Tanjungpinang. Researchers distributed 108 questionnaires to respondents and 85 questionnaires were filled out correctly by nurses. The analytical tool used in this study is multiple linear regression. The results of the research prove that reward has a positive effect on motivation, but negatively affects employees' performance. While the work environment has a positive effect on employees' motivation and performance. Reward and work environment have a positive effect on employees' performance through motivation

Keywords: reward, work environment, motivation, employees' performance and hospital

ABSTRAK

Tujuan penelitian ini adalah untuk mengetahui dan memperoleh informasi terkait pengaruh *reward*, lingkungan kerja dan motivasi terhadap kinerja pegawai pada Rumah Sakit Raja Ahmad Tabib. Sampel penelitian ini adalah perawat dari Rumah Sakit Raja Ahmad Tabib, Tanjungpinang.Peneliti membagikan 108 kuesioner kepada responden dan 85 kuesioner diisi dengan benar oleh perawat. Alat analisis yang digunakan dalam penelitian ini adalah regresi linier berganda berganda. Hasil dari penelitian membuktikan *reward* berpengaruh positif terhadap motivasi, akan tetapi berpengaruh negatif terhadap kinerja karyawan. Sedangkan lingkungan kerja berpengaruh positif terhadap motivasi dan kinerja karyawan. *Reward* dan lingkungan kerja berpengaruh positif terhadap kinerja karyawan melalui motivasi

Kata kunci: reward, lingkungan kerja, motivasi, kinerja karyawan, rumah sakit

1. Background of the Study

Era of globalization today demands human resources to compete in global competition. Human resouces management involves a wide variety of activities, including analysing a company's competitive environment and designing jobs so a firm's strategy can be successfully implemented to beat the competition (Snell & Bohlander, 2012). Human resource is also a vital component for health organization in delivering health services (Negussie, 2012).

Performance means the extend to which employees complete their task out of the total mentioned objective (Saeed, 2013). To form a good performance requires an ability and motivation of employees.

Motivation is the driving force leads individuals to want to act, perform, or do something without pressure or manipulation (Smith et al, 2015). It is an accumulation of different process that influence and direct our behaviour to achieve some specific goal (Negussie, 2012).

Reward management system is a core function of human resources discipline and is a strategic partner with company management and also reward has

been most considerable practices of human resouces management system (Güngör, 2011). Rewards also have great influence on employee's motivation and performance, it gives to employees a form of company appreciation to employees for dedication or performance that has been given (Saeed, 2013).

Moreover, work environment also has an important role in determining employee performance. It incorporates material and mental conditions existing inside the organization. A comfortable work environment that complies a decent standard will contribute to employees comfort in performing their duties. It is very needed for employees who work in hospital have a good work environment, since they will stay in hospital for days. In addition working conditions will enhance motivation of workers (Jayaweera, 2015).

2. Literature Review

2.1 Rewards

According to Luthans (1998), reward system becomes critical to employees' performance and organizational success. The organization may have the latest technology, well-thought-out strategic plans, detailed job descriptions, and comprehensive training program, but unless the people are rewarded for their performance their behaviour have a little impact to thair performace. Gibson et al (2000) said that, the main objectives of reward programs are to attract qualified people to join the organization, to keep employees coming to work, and to motivate employees to achieve high levels of performance.

2.2 Work Environment

Rahmawanti et al (2014) stated that, creating a good working environment atmosphere is by creating relationships/interactions among employees. The working atmosphere created will be more comfortable and harmonious so that employees will be more encouraged in improving their performance. Saydam (2000) said that, interpretes the work environment as "the entire work infrastructure that is around employees who are doing the work that can affect the work itself. A comfortable work environment that complies a decent standard will contribute to employees comfort in performing their duties (Mangkunegara & Agustine, 2016).

2.3 Motivation

Rivai (2004) stated that, Motivation can trigger employees to work hard so as to achieve their goals, this will increase employee productivity affect the achievement of corporate goals. Motivation is also useful to change employee behavior in accordance with the wishes of the company (Kadarisman, 2013). According to Snelgar et al (2017), there are two main categories of motivation, namely extrinsic and intrinsic motivation and according to Güngör (2011), extrinsic motivation is explained by the variable of finance reward and intrinsic motivation is explained by the variable of non-Financial rewards

2.4 Performance

Mangkunegara (2000) stated that, perfomance is the result of the quality and quantity achieved with the responsibility given to it, the factors that affect performance achievement are the factors of ability and motivation factor. According to Rivai (2004), performance is a function of motivation and ability. To

accomplish a person's task or job he should have a certain degree of willingness and level of ability.

2.5 Hypothesis Testing

According to Febrianti et al (2014), giving rewards has been in accordance with expectations so as to increase employees' motivation. Snelgar et al (2017) proved that, financial rewards may lead to negative effect on employes when goals are now achieved, such as a lack of confidence or being demotivated. Smith et al (2015) stated that health insurance and pension benefits seem to have a good overall motivational effect (60%) on employees. According to Agwu (2013) when employees are rewarded for the value they create, they would be motivated to be more creative, innovative and entrepreneurial in discharging their duties. Negussie (2012) stated that there is direct and positive relationship between rewards and nurses' work motivation.

H1: there is a positve significance relation between reward toward motivation

According to Rahardjo (2014), work environment (X3) has significant effect directly on performance (Y2) and the significant effect indirectly through motivation (Y1). Mangkunegara and Agustine (2016) proved that, motivation and work environment has significant effect simultaneously on physicians'. According to Jayaweera (2015), motivation holds a mediating effect between working condition and performance. Malik (2011) said that, the work environment has an impact on individual's motivation. Al-Omari (2017) stated that, employers should take initiatives to motivate employees by improving work environments.

H2: there is a positve significance relation between work environment toward motivation

According to Febrianti et al (2014), to form a good performance it is required the ability and motivation of employees, because if a company already has employees or human resources with a qualified skills automatically employee performance gives impact on the company that can penetrate the target that has been determined so as not to harm the company. Afti et al (2015) stated that, motivation has significant impact on performance of employees and the impact is 0.326 and positive direct. Güngör (2011) said that, extrinsic and intrinsic motivation have an impact on performance. Al-Omari (2017) proved that, job performance is the result of an employee's motivation and ability, and how he/she adapts to the situational constrains and the uncongenial environment. This cannot be neglected as it leads to the behavioural disturbance; specifically referred to as the decrease in job performance. According to Agwu (2013), employees' would be motivated to be more creative, innovative and entrepreneurial in discharging their duties.

H3: there is a positve significance relation between motivation toward work performance

According to Afti et al (2015), reward has significant impact on perfromance of employees and impact to 0.376 and positive direct. Smith et al (2015) stated that, all respondents agreed that employees' are willing to increase work efforts in order to gain rewards. Güngör (2011), financial reward has positive effects on employee performance. Saeed (2013) said that, result of correlation showed moderate significant relationship between intrinsic rewards and employee

performance. Agwu (2013) stated that, improved employees' job performance is to a large extent influenced by the implementation of fair reward system in Nigerian Agip Oil Company limited Port-Harcourt.

H4: there is a positve significance relation between reward toward work performance

According to Jayaweera (2015), environmental conditions significantly affected job performance. Rahmawanti et al (2014) said that, physical work environment and non-physical work environment in Pratama Tax Office Malang have a significant influence on employee performance. Rahardjo (2014) proved that, work environment influence significantly to motivation and gives impact on performance. Prabha (2016) stated that, physical work environment have emerged as significant factors with employee's performance. According to Imran (2012) the result supported the preposition anticipating the effect of work environment on employee performance.

H5: there is a positve significance relation between work environment toward work performance

Reward has an impact on performance through motivation. According to Febrianti et al (2014), giving rewards to employees aims to improve employee motivation and it will gives impact on their performance. Hifni et al (2017) said that, reward, punishment and motivation gives impact on employee performance at Krebet Sugar Factory Malang. Sari (2014) stated that, giving rewards based on performance can have a positive impact on employee behavior, generates job

satisfaction for employees and motivate to have a positive impact on the organization. Agwu (2013) proved that, when employees are rewarded for the value they create, they would be motivated to be more creative, innovative and entrepreneurial in discharging their duties. Negussie (2012) stated that, there is direct and positive relationship between rewards and nurses' work motivation because performance of health quality and customer satisfaction is dependent upon the motivation of its employees.

H6: there are positve significance relations between rewards toward work performance through motivation

Work environment has an impact to performance. According to Rahardjo (2014), work environment (X3) has significant effect directly on performance (Y2) and the significant effect indirectly through motivation (Y1). Mangkunegara and Agustine (2016) proved that, motivation and work environment has significant effect simultaneously on physicians'. Jayaweera (2015) said that, motivation holds a mediating effect on the relationship between working condition and performance. Malik (2011) said that, the work environment has an impact on individual's motivation ability to work safely, competently and in compliance with operational performance targets. Al-Omari (2017) proved that, employers should take initiatives to motivate employees by improving work environments. As employees are motivated, their job performance will increase and they will achieve the desired outcomes and goals of the job.

H7: there are positve significance relations between work environment toward performance through motivation.

3. Research Methodology

This study will utilize quantitative approach. In this situation, the scientist test the hypothesis by determining slender speculations and the gathering of information to help or decline the theories (Creswell, 2009). This investigation will utilize poll to acquire the information. This study will be conducted in Raja Ahmad Tabib Public Regional Hospital in Tanjungpinang, Kepulauan Riau Province. at WR Supratman street number 100. The population of this research will be non-permanent staff, the total employees in Raja Ahmad Tabib Hospital Kepulauan Riau are 662 peoples including non permanent staff (contract) and the data were taken in July 2018. In this research, the researcher will use purposive sample and get 108 participants as a sample data from 207 Nurses, it will be taken during the research in Regional Hospital Tanjungpinang.

3.1 Data Analysis

Validity and Reliability test will be conducted in this research. Validity test will be used by the researcher to find out the extent to which the measuring instrument precision and accuracy in performing the functions of measurement. In addition, reliability test will be used by the researcher to measure the stability and consistency of the instrument.

3.2 Classical Assumption Test

The purpose of classical assumption test is to provide assurance that the obtained regression equation is precise in estimation, unbiased result and consistent.

a. Normality Data

The purpose of normality data test is to assess the distribution of data in a group of data or variable whether it is normally distributed or not. The researcher will use Kolmogorov-Smirnov with significant value of $\alpha = 0.05$. If $\alpha < 0.05$, it means data distribution is not normal and If $\alpha > 0.05$, it means data distribution is normal.

b. Multicollinearity Test

The purpose of multicollinearity test is to testing whether there is correlation among independent variables or not. Multicollinearity will be detected by observing the value of Variance Inflation Factor (VIF) and tolerance. If VIF is greater than 10 or the tolerance value is less than 0.10, it means that there is a multicollinearity and vice versa.

c. Heteroscedasticity Test

The purpose of heteroscedasticity test is to determine whether there is any deviation on the heteroscedasticity classical assumption or not.

3.3 Hypothesis Testing

Multiple linier regressions were used to determine the direction of the influence and direction of independent variable (X) to the dependent variable (Y). If sig. value < 0.05, it means that H1 is accepted, thus it will be concluded

that there is influence of independent variable to dependent variable. If sig. value > 0.05, it means that H1 is rejected, thus it will be concluded that there is no influence of independent variable to dependent variable.

4. Data Analysis and Discussion

4.1 Validity and Reliability test

Calculation of validity is done by product moment correlation formula. If r count is greater than r table, the items in the question are said to be valid or valid. The sample is 85, the r table value is 0.2132, the results of the validity test are described in Table 4.1 below:

Table 4.2

Test Variable Validity Results

Variable	No. Item	Calculate Correlation	Table Correlation	Result
Reward	R1	0.821	0.213	Valid
	R2	0.799	0.213	Valid
	R3	0.880	0.213	Valid
	R4	0.874	0.213	Valid
	R5	0.767	0.213	Valid
	R6	0.885	0.213	Valid
	R7	0.707	0.213	Valid
Work Environment	WE1	0.532	0.213	Valid

Variable	No. Item	Calculate Correlation	Table Correlation	Result
	WE2	0.735	0.213	Valid
	WE3	0.851	0.213	Valid
	WE4	0.625	0.213	Valid
	WE5	0.853	0.213	Valid
	WE6	0.829	0.213	Valid
	WE7	0.711	0.213	Valid
Motivation	M1	0.550	0.213	Valid
	M2	0.753	0.213	Valid
	M3	0.756	0.213	Valid
	M4	0.642	0.213	Valid
	M5	0.449	0.213	Valid
	M6	0.472	0.213	Valid
	M7	0.812	0.213	Valid
	M8	0.705	0.213	Valid
	M9	0.555	0.213	Valid
	M10	0.870	0.213	Valid
	M11	0.866	0.213	Valid
	M12	0.770	0.213	Valid
	M13	0.776	0.213	Valid
	M14	0.854	0.213	Valid

Variable	No. Item	Calculate Correlation	Table Correlation	Result
	M15	0.883	0.213	Valid
Employee's Performance	EP1	0.592	0.213	Valid
	EP2	0.852	0.213	Valid
	EP3	0.782	0.213	Valid
	EP4	0.853	0.213	Valid
	EP5	0.835	0.213	Valid
	EP6	0.840	0.213	Valid

Source: Primary data processed, 2018

Based on the results of the validity test in Table 4.2, it shows that all r-count values are greater than rtable (0.213) at a significance level of 5 percent, so it can be concluded that all questions in the reward variable, work environment, motivation and performance are declared valid.

The reliability test of this study uses the Alpha Cronbach formula. Instrument is said to be reliable if the value of the reliability coefficient is> 0.6. The research instrument reliability test results can be seen in Table 4.2 below.

Table 4.3

Questionnaire Reliability Test Results

Variable	*Cronbach's Alpha*	Result
Employee's Performance	0,795	Reliable
Motivation	0,922	Reliable
Work Environment	0,811	Reliable
Reward	0,915	Reliable

Source: Primary data processed, 2018

Based on table 4.3 the value of the reliability test variable reward, work environment, motivation and performance is greater than 0.6, so it can be concluded that the instrument of this research is reliable.

4.2 Test of Classical Assumptions

The classic assumption test in this study includes normality test, multicollinearity test, and heterokedacity test.

a. **Normality Test**

Normality Test uses *Kolmogorov-Smirnov* analysis. If p <0.05, it can be concluded that the data is normal. The Normality Test results can be seen in Table 4.12:

Table 4.12

Normality Test with Kolmogorov Smirnov

		Standardized Residual
N		85
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	.98198051
Most Extreme Differences	Absolute	.076
	Positive	.076
	Negative	-.053
Kolmogorov-Smirnov Z		.704
Asymp. Sig. (2-tailed)		.705

Source: Secondary Data processed, 2018

The results of the above normality test show that the residual regression analysis results have a probability of 0.705, the probability is greater than 0.05, so the data are normally distributed.

a. Multicollinearity Test

Multicollinearity test uses VIF, that is, if the VIF value is less than 10. Multicollinearity test only in multiple linear regression. The results of the multicollinearity test can be shown in Table 4.13:

Table 4.13

Results of Multicollinearity Calculation

Variable	Tolerance	VIF	Result
X1	0.759	1.317	Multicollinearity does not occur
X2	0.554	1.805	Multicollinearity does not occur
Z	0.463	2.160	Multicollinearity does not occur

Source: Primary data processed, 2018

The multicollinearity test results above can be seen that all independent variables have a VIF value of less than 10, so it can be concluded that there are no symptoms of multicollinearity in this research model.

b. Heteroscedasticity Test

The problem of heteroscedasticity in this study was detected by the Glejtser Test, provided that the probability value was more than α (5 percent or 0.05), there was no heteroscedasticity. The results of heteroscedasticity tests can be shown in Table 4.14:

Table 4.14

Heteroscedasticity Test

Coefficientsᵃ

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.004	.528		1.903	.061
Reward	-.081	.095	-.106	-.857	.394
Work Environment	.282	.175	.233	1.610	.111
Motivation	-.294	.182	-.256	-1.619	.109

Source: Primary data processed, 2018

The results show that all probability values (sig)> 0.05, it can be said that in this regression model heteroscedacity does not occur.

4.3 Discussion and Research Findings

The test results on reward variables obtained beta coefficient (Standaridized) of 0.318 and probability (sig-t) of 0,000 <0.05. This result means H1 is accepted, meaning that there is a significant effect of reward on employee work motivation at Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau. Beta coefficient results that are positive (0.318) indicate that the

higher the reward, the higher the the employees' work motivation, and conversely the lower the reward given, the lower employees' motivation.

The test results on work environment variables obtained beta coefficient (Standaridized) of 0.572 and probability (sig-t) of 0.000 <0.05. This result means H2 is accepted which means that there is a significant influence on the work environment on the work motivation of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau. Beta coefficient results that are positive (0.572) indicate that the better the condition of the work environment of employees, the higher the work motivation of employees will be, and conversely the worse the work environment, the lower the motivation will be.

The test results on reward variables obtained beta coefficients (standardized) of -0,087 and probability (sig-t) of 0,333> 0,05. These results mean that Ho is accepted, which means that there is no significant effect of reward on the performance of employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau. Beta coefficient results which are (-0.087) negative indicate that the higher the employees' reward, the lower the employees' performance, and conversely the lower the reward, the higher the employees performance.

The test results on work environment variables obtained beta coefficient (Standaridized) of 0.661 and probability (sig-t) of 0,000 <0.05. This result means that Ho is rejected, which means that there is a significant influence on the work environment on the performance of employees of Raja Ahmad Tabib Regional

Hospital, Tanjungpinang, Kepulauan Riau. Positive beta coefficient results (0.661) indicate that the better the conditions of the work environment, the higher the employee's performance will be, and conversely the worse the working environment conditions, the lower the employee's performance will be.

The test results on work motivation variables obtained beta coefficient (Standaridized) of 0.515 and probability (sig-t) of $0.000 < 0.05$. This result means that Ho is rejected, which means that there is a significant effect of work motivation on the performance of employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau. Positive beta coefficient results of 0.515 indicate that the higher the employees' work motivation, the higher the employees' performance is. Conversely, the lower the work motivation, the lower the employees' performance is.

Path test results show that the direct effect of reward on performance is equal to -0.087, this value is smaller than the indirect effect of reward on performance through work motivation which is only 0.164. Based on these results it can be stated that indirect effects are greater than direct effects.

Path test results show that the direct effect of the work environment on performance is equal to 0.661, this value is greater than the indirect effect of the work environment on performance through work motivation which is only 0.295. Based on these results it can be stated that the direct effect is greater than the indirect effect.

5. Conclusion and Recommendation

5.1 Conclusions

1. There is a positive effect of reward on work motivation of Raja Ahmad Tabib Regional Hopital employees, Tanjungpinang, Kepulauan Riau. This means that the better the reward, the more motivation will be.

2. There is a positive influence of the work environment on the work motivation of employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau. This means that the better the work environment, the higher employees' motivation will be.

3. There is a negative effect of reward on the performance of Raja Ahmad Tabib Regional Hospital employees, Tanjungpinang, Kepulauan Riau.

4. There is a positive influence on the work environment on the performance of employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau. This means that the increasing work environment will increase employees' performance.

5. There is a positive influence of work motivation on the performance of employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau. This means that the employees' work motivation is high so the employees' performance will increase.

6. Reward has a positive effect on the performance of employees of Regional Hospital Raja Ahmad Tabib, Tanjungpinang, Kepulauan Riau through work motivation. This means that better rewards can increase work motivation

and ultimately the performance of employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau also increases.

7. The work environment has a positive effect on the performance of employees of Regional Hospital Raja Ahmad Tabib, Tanjungpinang, Kepulauan Riau through work motivation. This means that the higher working environment is able to increase work motivation and in the end the performance of employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau is also increasing.

5.2 Recommendations

1. The management of Raja Ahmad Tabib Hospital, Tanjungpinang, Kepulauan Riau should increase the rewards, especially on employees who do a good work. The rewad given should be in accordance with the expectations of the employees and adapted to the work performed by the employees. Employees who have heavier workloads will feel that they are appreciated if they are given greater rewards (physical and non physical), such as bonuses, promotions, certificates, etc.

2. The hospital should be able to create a conducive work environment, especially for supervisors who are fair in the allocation of jobs. The supervisor should determine the work allocation of employees in accordance with the abilities and responsibilities of employees, especially in making work schedules or shifts.

3. The future researcher, should be able to provide a new picture especially regarding rewards and work environment in the health care area. This research is expected to be used as a reference material and comparison in conducting similar research in the future.

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