

**THE EFFECT OF REWARD AND WORK ENVIRONMENT ON  
EMPLOYEES' PERFORMANCE THROUGH MOTIVATION AS AN  
INTERVENING VARIABLE AT RAJA AHMAD TABIB PUBLIC  
REGIONAL HOSPITAL IN TANJUNGPINANG, KEPULAUAN RIAU  
PROVINCE**

**A THESIS**

Presented as Partial Fulfillment of the Requirements to Obtain the Bachelor Degree in

Management Department



by

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**INTERNATIONAL PROGRAM**

**FACULTY OF ECONOMICS**

**UNIVERSITAS ISLAM INDONESIA**

**YOGYAKARTA**

**2019**

**THE EFFECT OF REWARD AND WORK ENVIRONMENT ON EMPLOYEES' PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE AT RAJA AHMAD TABIB PUBLIC REGIONAL HOSPITAL IN TANJUNGPINANG, KEPULAUAN RIAU PROVINCE**  
**A BACHELOR DEGREE THESIS**

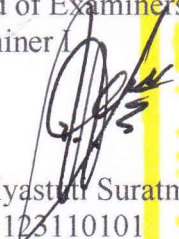
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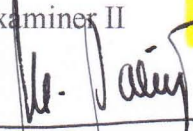
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**THE EFFECT OF REWARD AND WORK ENVIRONMENT ON EMPLOYEES' PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE AT RAJA AHMAD TABIB PUBLIC REGIONAL HOSPITAL IN TANJUNGPINANG, KEPULAUAN RIAU PROVINCE**

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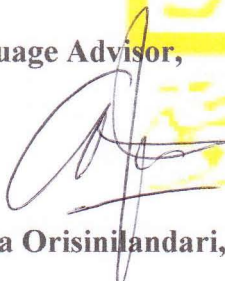
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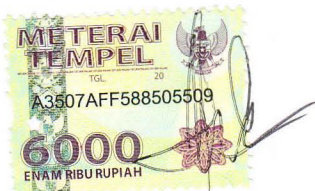
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## DECLARATION OF AUTHENTICITY

Herein, I declare the originality of thesis; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, idea, or expression without acknowledgment. All quotation are cited and listed in the bibliography of the thesis. If in the future this thesis statement is proven false, I am willing to accept any sanction complying with the determined regulation or its consequence.

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Satrio Bimo Syahputro

## ACKNOWLEDGMENT



*Assalamualaikum Warahmatullahi Wabarakatuh.*

*Alhamdulillahirabil'amin.* The researcher feels the highest gratitude to Allah Subhanahu Wa Ta'ala for blessing, love, opportunity, help and mercy to complete thesis entitled "THE EFFECT OF REWARD AND WORK ENVIRONMENT ON EMPLOYEES' PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE AT RAJA AHMAD TABIB PUBLIC REGIONAL HOSPITAL IN TANJUNGPINANG, KEPULAUAN RIAU PROVINCE". This thesis is one of the requirements to finish the study and get an undergraduate degree in Human Resource Study, Department of Management, Faculty of Economics, Universitas Islam Indonesia.

The preparation of this research is not separated from the encouragement and the support from several parties. In this occasion, the researcher wants to give his best gratitude to the following:

1. Allah Subhanahu Wa Ta'ala, for all you blessing, love, kindness, mercy, and lesson that You always give me.
2. Prophet Muhammad Salallahu Alayhi Wasalam, for being the great figure as the Last Prophet and had made this life becomes better than before

3. My beloved family who always support me whenever and wherever I need, who always give me spirit when life dragged me down and my biggest reason to finish this thesis. My father, Supriyono, the best example for me in how to be a real man. My mother, Anik Purwaningsih, a great and tough woman for being my number 1 supporter since day one, for the patience and your prayer all the time. My brothers, Yudhistiro Aryo Wibowo and Ramadhan Arjuno Wicaksono for being the best brothers with the endless love.
4. Mr. Arif singapurwoko, S.E., MBA. As the Head Secretary of Management Department, International Program UII.
5. Mrs. Andriyastuti Suratman, S.E, M.M. as the Content Adviser that has provided me time, energy, and thought in giving me correct direction in the thesis preparation.
6. Cithra Orisinilandari, SS.,MA. as the language advisor who always guide me, wish all the good things will come to you.
7. Risye Dwiki Andhila, the woman who always support me to finish this thesis. Without your support, I believe this thesis will take more time.
8. Adams, Agung, Rifki, Fauzan, Helmy, Archie, and Ryan for being my good friends who always support each other.
9. All of my friends in IP Economy Faculty 2014 students. Thank you for the good times for being my friend during my study in University Islam Indonesia

10. IP family , Pak Ahmad, Mas Kandri, Pak Kus, Pak Erwan, Mbak Lia, Mbak Rindang and Mbak Alfi and all of the IP Family that always give me a hand and help me every time.

11. Furthermore, big thanks dedicated to all of you that I cannot mention one by one, people who always support, help, and pray for me all this time, so I can finally finish this thesis.

This thesis is far away from perfect, but I hope it can help the future study especially in management study. I wish that through this research will enrich the previous research and also add the literature for further research in the department of management and hopefully will give benefit for marketing practitioner.

Finally the researcher hope that Allah Subhanahu Wa Ta'ala will give many other turns for those who had help complete this thesis until finish. Thank you for all your support.

Yogyakarta, 22<sup>nd</sup> February 2019

Satrio Bimo Syahputro

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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*



**PENGARUH *REWARD* DAN LINGKUNGAN KERJA TERHADAP KINERJA  
KARYAWAN MELALUI MOTIVASI**

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**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*

# CHAPTER I

## INTRODUCTION

### 1.1 Background

Era of globalization today demands human resources to compete in global competition. Human resources 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). Services is the thing that is needed for the quality improvement of health in public regional hospital. To improve the services that given by a hospital, employees should have a better performance in doing their job.

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. If a company already has employees or human resources who have the skills, automatically their performance gives impact on the company target (Febrianti et al, 2014). However ability without motivation it will be useless because, employees with low level of motivation are most likely to concentrate less on their job and neglect their duties and responsibilities (Bhatti et al, 2016).

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). Extrinsic and intrinsic motivation acted independently of each other (Snelgar et al, 2017) which are extrinsic motivation is explained by the variable of financial rewards and intrinsic motivation is explained by the variable of non financial reward (Güngör, 2011).

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 resources 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 ). Reward inspires employees to work harder and promote prosperity (Bhatti et al, 2016). Reward can be separated into two types, reward extrinsic and reward intrinsic which have different use for employees (Ihedimah, 2015). Reward can be extrinsic, financial or tangible and it can be intrinsic or intangible that may relate to only the feelings of employee toward the organization to enhance employees motivation and performance both financial and non-financial rewards that are important and organization must understand these interrelationships (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). Work environment can be divided into two, namely the physical work environment and non physical work environment (Mangkunegara & Agustine, 2016). Improvement of the work environment can be done with activities such as improving the physical environment (infrastructure) and psychosocial improvement for instance: atmosphere conducive working, colleagues support, support supervision and support from the principal environmental (Rahardjo, 2014).

Reward has influence to motivation. 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 employees 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.

Work environment has influence in 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.

Motivation has impact on performance. 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.

Reward has impact on employee performance. According to Afti et al (2015), Reward has significant impact on performance 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) stated that, 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.

Work environment has impact on 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.

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 give impact on employees' performance at Krebbe Sugar Factory Malang. Sari (2014) stated that, giving rewards based on performance can have a positive impact on employees' 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.

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.

In this study, the researcher wants to find out the effects of the implementation of rewards and work environment on the performance through motivation on employees in Regional Hospital in Province Kepulauan Riau, Tanjungpinang. The researcher is interested in conducting a research with the title " The Effect of Reward and work Environment on Employees Performance Through Motivation As An Intervening Variable At Raja Ahmad Tabib Public Regional Hospital in Tanjungpinang, Kepulauan Riau Province”.

## **1.2 Research Problem**

Based on the above research background, this research is expected to solve the problem formulation as follows:

1. Is there any positive influence of rewards toward motivation?
2. Is there any positive influence of work environment toward motivation?
3. Is there any positive influence of motivation toward performance?
4. Is there any positive influence of rewards toward performance?
5. Is there any positive influence of work environment toward performance?
6. Is there any positive influence of rewards toward performance through motivation?
7. Is there any positive influence of work environment toward performance through motivation?



### 1.3 The purposes of the research

Based on the research problem, then the purposes of the research as follows:

1. To find out positive influence rewards toward motivation
2. To find out positive influence work environment toward motivation
3. To find out positive influence motivation toward performance
4. To find out positive positive influence rewards toward performance
5. To find out positive influence work environment toward performance
6. To find out positive influence rewards toward performance through motivation
7. To find out positive influence work environment toward performance through motivation

### 1.4 Benefit of research

The benefits that the researcher expected from this study are as follows:

1. For researcher

This research is expected to deepen and enrich the knowledge and insight of researchers in studying human resources and management to obtain optimal results at Raja Ahmad Tabib Public Regional Hospital in Tanjungpinang.

2. For Raja Ahmad Tabib Public Regional Hospital in Tanjung pinang

The results of this study is expected to be a reference and input to the human resouce manager in understanding the effects of rewards, work environment in improving employees' performance at Raja Ahmad Tabib Public Regional Hospital in Tanjungpinang.

3. For future researchers

The results of this study can be one of the references in understanding the effects of rewards and work environment toward work performance through motivation, and is expected to be studied in more depth and comprehensive for further research.

## CHAPTER II

### THEORETICAL REVIEW

#### 2.1 Previous Studies

Some research on rewards, work environment, motivation, and its effect to employees performance has been done by many researchers. Some researches have done a combination of previous researchers, several previous studies that related to this research are as follows:

##### 2.1.1 The influence of rewards toward motivation

###### 1. Febrianti et al (2014)

This study was conducted by Febrianti, S. Musadieg, M A. & Prasetya, A. (2014). The title of this study was *The Effect of Reward and Punishment on Work Motivation and performance on Performance (study at PT. Panin Bank Tbk. Jombang Micro Area)*. This study used 47 employees' as a sample. This study use theory from Nawawi (2005) for reward, Pahlavi (2012) for motivation and Mangkunegara (2009) for performance.

The result of this study shows that overall distribution of frequency on variable X1 (reward), variable X2 (punishment), variable Y1 (employee work motivation), and variable Y2 (Employee Performance) at PT. Panin Bank Tbk Area Miro

Jombang has been running well. Reward gives significant effect on employees' work motivation, on the other hand, punishment has no significant effect on employees' work motivation, Reward has significant effect on employees' performance, Punishment has a significant effect on employees' performance, and motivation has a significant effect on employees' performance.

## 2. Snelgar et al (2017)

This journal was conducted by Snelgar, R., Shelton, S.A. & Giesser, A (2017). The title of this study was *A comparison of South African and German extrinsic and intrinsic motivation*. Specifically used 374 employees' as a sample. This research is non-experimental, descriptive and quantitative in nature. Data collection occurred during May and July 2013.

The findings of this study shows that, reward has important role in determining intrinsic and extrinsic motivation levels, as compared to other demographic variables such as gender, age or income.

## 3. Smith et al (2015)

This study was conducted by Smith, E., Joubert, P., & Karodia, A. (2015). The title was *The Impact of Intrinsic and Extrinsic Rewards on Employee Motivation at a Medical Devices Company in South Africa*. The main purpose of this research was to investigate

the role that intrinsic and extrinsic rewards play in motivating employees. This study adopted an explanatory research design using quantitative methodology and a survey strategy carried out among employees at a medical devices company in South Africa. The research had three essential objectives: to ascertain whether employees value rewards as motivation factors, to establish the extent to which employees are satisfied with current reward systems, and to identify which rewards (extrinsic or intrinsic) employees consider most beneficial. Forty (40) questionnaires were collected from respondents in order to explore and analyse their opinions on these topics. The analysis of the data collected from the questionnaires suggested that rewards are highly valued as a motivating factor by respondents. This study use theory from Shanks (2007) for reward and Cooper (1984) for motivation.

The result of this study is rewards that affect work motivation within the given Medical Devices organization are a healthy combination of extrinsic and intrinsic rewards.

#### 4. Agwu (2013)

This study was conducted by Agwu (2013). The title on this study was *Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-*

*Harcourt*. The purpose of this research is to ascertain the impact of fair reward system on employees' job performance in Nigerian Agip Oil Company limited Port-Harcourt. There were 396 samples (34 managers, 97 supervisors and 259 workmen) respondents that are determined at 5% level of significance for sample error, using Yamane's formula. The samples were selected from a population of 40,568 employees using stratified random sampling method for the purpose of questionnaire administration.

The result of this study were improved employees' job performance to a large extent is influenced by the implementation of fair reward system in Nigerian Agip Oil Company limited Port-Harcourt. When employees are rewarded for the value they create, they would be motivated to be more creative, innovative and entrepreneurial in discharging their duties.

##### 5. Negussie (2012)

This study was conducted by Negussie, N. The title on this study was *Relationship between Rewards and Nurses Work Motivation in Addis Ababa Hospitals*. The objective of this study was to examine the relationship between rewards and nurse motivation on public hospitals administrated by Addis Ababa health bureau. Among 794 nurses, 259 were selected as sample. The data were collected using self-administered questionnaire.

After the data were collected, it was analysed using SPSS version16.0 statistical software.

The result on this study was 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.

**Table 2.1**

**The influence of rewards toward motivation**

NO	Journal Identity	Variably and Theory	Result
1	Febrianti,S. Musadieg,M A. & Prasetya, A. (2014)  <i>The Effect of Reward and Punishment on Work Motivation and performance on Performance on Performance (study at PT. Panin Bank Tbk. Jombang Micro Area).</i>  Jurnal Administrasi Bisnis (JAB) Vol. 12 No. 1 Juli 2014	<i>Reward</i>  Nawawi 2005: 319  <i>Punishment</i>  Mangkunegara 2000: 130  Work Motivation  Pahlavi 2012: 45  Employee Performance  Mangkunegara 2009: 67	1. Overall distribution of frequency on variable X1 (reward), variable X2 (punishment), variable Y1 (employee work motivation), and variable Y2 (Employee Performance) at PT. Panin Bank Tbk Area Miro Jombang has been running well.  2. Reward has significant effect on employee work motivation.  3. Punishment has no significant effect on employee work motivation.  4. Reward significant effect on employee performance.  5. Punishment has a significant effect on employee performance.  6. Motivation has a significant effect on employee performance.

NO	Journal Identity	Variably and Theory	Result
2	<p>Snelgar, R., Shelton, S.A. &amp; Giesser, A., (2017)</p> <p>A comparison of South African and German extrinsic and intrinsic motivation</p> <p><i>South African Journal of Economic and Management Sciences</i> 20(1), a1552.</p>	<p>Extinsic motivation</p> <p>Intrinsic motivation</p>	<p>1. Reward has important role in determining intrinsic and extrinsic motivation levels, as compared to other demographic variables such as gender, age or income.</p>
3	<p>Smith, E., Joubert, P., &amp; Karodia, A. (2015)</p> <p>The Impact of Intrinsic and Extrinsic Rewards on Employee Motivation at a Medical Devices Company in South Africa</p> <p>Kuwait Chapter of Arabian Journal of Business and Management Review</p> <p>Vol. 5, No.1; September. 2015</p>	<p>Shanks (2007: 24) Reward Motivation (Cooper, 1984)</p>	<p>1. The rewards that affect work motivation given by medical devices organization are a healthy combination of extrinsic and intrinsic rewards.</p>



NO	Journal Identity	Variably and Theory	Result
4	<p data-bbox="459 317 668 646">Agwu, M (2013)  The Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-Harcourt</p> <p data-bbox="459 730 668 926">British Journal of Education, Society &amp; Behavioural Science 3(1): 47-64, 2013</p>	<p data-bbox="691 317 876 428">Reward Armstrong M (1994)</p> <p data-bbox="691 457 876 527">Wilson TB. (1994)</p> <p data-bbox="691 596 876 632">Motivation</p> <p data-bbox="691 653 876 722">Herzberg F, (1957)</p>	<p data-bbox="898 317 1294 632">1. When employees are rewarded for the value they create, they would be encouraged to be more creative, innovative and entrepreneurial in discharging their duties. At this juncture, intrinsic factors are valued more than extrinsic factors.</p> <p data-bbox="898 709 1294 940">2. 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.</p>
5	<p data-bbox="459 972 668 1041">Negussie, N. (2012)</p> <p data-bbox="459 1167 668 1362">Relationship between Rewards and Nurses Work Motivation in Addis Ababa Hospitals</p> <p data-bbox="459 1440 668 1535">Ethiop J Health Sci. Vol. 22, No. 2 July 2012</p>	<p data-bbox="691 972 876 1083">Reward Baron, A. (1983)</p>	<p data-bbox="898 972 1294 1230">1. 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.</p>

## **2.1.2 The influence of work environment toward motivation**

### 1. Rahardjo (2014)

This research was conducted by Rahardjo (2014), was entitled *The Effect of Competence, Leadership and Work Environment towards Motivation and its impact on the Performance of Teacher of Elementary School In Surakarta City, Central Java Indonesia*. This research aims to find out the effect of competence, leadership and work environment towards motivation and its impact on the performance of teacher of elementary school in Surakarta City, Central Java, Indonesia. A population and samples was the teacher of elementary school in Surakarta City. Instrument analysis used in this research includes: (1) test of instrument, (2) descriptive analysis, and (3) analysis structural equation modeling. This Study used 195 as a sample. This study use theory from Simamora (2001) for work environment, Maslow (1970) for motivation and the Regulation of the Minister of National Education of indonesia for performance.

The result of this study are work environment (X3) give significant effect directly on performance (Y2) and the significant effect indirectly through motivation (Y1). Work environment influence significantly to motivation and impact on performance.

## 2. Mangkunegara and Agustine (2016)

This study was conducted by Mangkunegara and Agustine (2016). The title was *The Effect of Training, Motivation and Work Environment on Physicians' Performance*. The study sought to establish and to analyse the effect of training, motivation and work environment on physicians' performance at X Hospital both partially and simultaneously. This statistic parametric study adopted a quantitative method that used a multiple linear regression in which the data were processed by SPSS 21 program. Sample size was 84 targeting physicians as respondents. A structured questionnaire was used by a 1-5 Likert scale. This study use theory from Amrstrong (2009) for motivation, Ivanko (2012) for work environment and Mangkunegara (2007) for performance.

The result of this study are Motivation has significant effect on physicians' performance at X hospital, Work environment has significant effect on physicians' performance at X hospital, and Motivation and work environment has significant effect simultaneously on physicians' performance at X hospital.

### 3. Jayaweera (2015)

This study was conducted by Jayaweera, T (2015). The title was *The Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England*. The study tested the relationship between work environmental factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England. In this cross-sectional study, a questionnaire survey conducted among 254 hotel workers at twenty-five chain hotels in Bristol, England. This study use theory from Aarsland et al (2011) for work environment, Bevan (2012) for performance, and Sansone and Harackiewicz (2000) for motivation.

The result of this study are environmental conditions significantly affected job performance, motivation has a significant effect on job performance, and effect on job performance motivation holds a mediating effect between the relationship between working conditions and job performance.

#### 4. Malik et al (2011)

This study was conducted by Malik,M., Ahmad A., Gomez, S., and Ali,M (2011). The title was *A study of work environment and employees' performance in Pakistan*. This study investigated the work environment and employee performance in Pakistan. It aimed to test a model based on five dimensions of work environment and their effect on the performance of employees. The data were collected from 115 employees of Pakistan Telecommunication Company Limited (PTCL) and processed through Statistical Package for Social Science (SPSS) to apply statistical tests, that is, descriptive statistics, Pearson's correlation and regression analysis, to investigate the relationship of the selected variables. The results of the study reveal that most of the employees are males working at the supervisory level.

The result of this study showed positive relationship between dimensions of work environment and employee performance especially physical working conditions reflect the strongest positive and significant relationship. The work environment has an impact on individual's motivation ability to work safely, competently and in compliance with operational performance targets.

#### 5. Al-Omari (2017)

This study was conducted by Al-Omari, K., Okasheh (2017). The title was “*The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan*”. This study aims to investigate the influence of work environment on job performance. An engineering company was taken as a case study with a sample size of 85 employees. A quantitative methodology implying a cross-sectional survey was used to satisfy the study objectives in addition to the literature review. The collected data was analysed using SPSS (Version 22).

The result in this study are employers should take initiatives to motivate employees by improving work environments. 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. 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.

**Table 2.2**

**The influence of work environment toward motivation**

NO	Journal Identity	Variably and Theory	Result
1	<p>Rahardjo (2014)</p> <p><i>The Effect of Competence, Leadership and Work Environment towards Motivation and its impact on the Performance of Teacher of Elementary School In Surakarta City, Central Java Indonesia</i></p> <p>International Journal of Advanced Research in Management and Social Sciences ISSN: 2278-6236</p> <p>Vol. 3   No. 6   June 2014</p>	<p>Work Environment</p> <p>Simamora (2001)</p> <p>Motivation (Maslow, 1970)</p> <p>Performance (regulation of Indonesia)</p>	<p>Work environment (X3) has significant effect directly on performance (Y2) and the significant effect indirectly through motivation (Y1).</p> <p>Work environment influence significantly to motivation and impact on performance.</p>

NO	Journal Identity	Variably and Theory	Result
2	<p data-bbox="555 317 772 380">Mangkunegara and Agustine (2016)</p> <p data-bbox="555 457 772 617"><i>Effect of Training, Motivation and Work Environment on Physicians' Performance</i></p> <p data-bbox="555 699 772 793">Academic Journal of Interdisciplinary Studies</p> <p data-bbox="555 821 772 915">MCSER Publishing, Rome-Italy</p> <p data-bbox="555 942 772 968">E-ISSN 2281-4612</p> <p data-bbox="555 995 772 1058">ISSN 2281-3993 Vol 5 No 1</p> <p data-bbox="555 1085 692 1110">March 2016</p>	<p data-bbox="842 317 959 342">Motivation</p> <p data-bbox="842 369 991 432">(Hasibuan, M. 2007)</p> <p data-bbox="842 459 991 522">(Amrstrong,A 2009)</p> <p data-bbox="842 550 979 613">Work Environment</p> <p data-bbox="842 640 991 703">(Amrstrong,A. 2009)</p> <p data-bbox="842 730 979 793">(Komarudin, 2002)</p> <p data-bbox="842 821 970 884">(Ivanko, S. 2012)</p> <p data-bbox="842 911 979 974">(Naharuddin, 2013)</p> <p data-bbox="842 1001 979 1026">Performance</p> <p data-bbox="842 1054 979 1117">(Amrstrong,A 2009)</p> <p data-bbox="842 1144 1002 1207">(Mangkunegara, 2007)</p>	<p data-bbox="1046 317 1248 476">Motivation has significant effect on physicians' performance at X hospital.</p> <p data-bbox="1046 483 1248 663">Work environment has significant effect on physicians' performance at X hospital.</p> <p data-bbox="1046 669 1248 947">Motivation and work environment has significant effect simultaneously on physicians' performance at X hospital.</p>



NO	Journal Identity	Variably and Theory	Result
3	<p>Jayaweera,T (2015)</p> <p><i>Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England</i></p> <p>International Journal of Business and Management; Vol. 10, No. 3; 2015</p> <p>ISSN 1833-3850 E-ISSN 1833-8119</p>	<p>Work Environment</p> <p>(Arsalani et al., 2011)</p> <p>(Kristensen et al., 2005)</p> <p>Motivation</p> <p>(Sansone &amp; Harackiewicz, 2000).</p> <p>Performance</p> <p>(Bevan, 2012).</p>	<p>Environmental conditions significantly affected job performance.</p> <p>Motivation has a significant effect on job performance</p> <p>Motivation holds a effect between the relationship between working conditions and job performance.</p>

NO	Journal Identity	Variably and Theory	Result
4	<p data-bbox="555 317 762 348">Malik et al (2011)</p> <p data-bbox="555 426 770 604">A study of work environment and employees' performance in Pakistan</p> <p data-bbox="555 688 770 884">African Journal of Business Management Vol. 5(34), pp. 13227-13232, 28 December, 2011</p>	<p data-bbox="839 317 983 432">Work Environment (Hall, 2007).</p> <p data-bbox="839 457 983 520">(Srivastava, 2008)</p> <p data-bbox="839 548 983 663">Employee Performance (Abualrub,2004)</p> <p data-bbox="839 741 983 772">(Castilla, 2005)</p> <p data-bbox="839 800 983 863">(Dirks and Skarlicki, 2009)</p>	<p data-bbox="1050 317 1243 779">Show positive relationship between dimensions of work environment and employee performance especially physical working conditions reflect the strongest positive and significant relationship.</p> <p data-bbox="1050 789 1243 1125">The work environment has an impact on individual's ability to work safely competently and in compliance with operational performance targets.</p> <p data-bbox="1050 1136 1243 1377">The work environment has an impact on individual's ability to work safely, competently and in compliance.</p>

NO	Journal Identity	Variably and Theory	Result
5	<p data-bbox="555 317 751 352">Al-Omari (2017)</p> <p data-bbox="555 478 775 737"><i>The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan</i></p> <p data-bbox="555 877 775 1136">International Journal of Applied Engineering Research ISSN 0973-4562 Volume 12, Number 24 (2017) pp. 15544-15550</p>	<p data-bbox="836 317 986 380">Work Environment</p> <p data-bbox="836 407 986 499">Alex S.Nitisemito (1992)</p> <p data-bbox="836 527 986 590">Sedarmayanti (2003)</p> <p data-bbox="836 667 986 751">Performance (Bevan, 2012)</p> <p data-bbox="836 779 986 871">(Motowidlo, Borman and Schmit, 1999).</p> <p data-bbox="852 898 970 961">(Muchhal, 2014).</p>	<p data-bbox="1046 317 1251 527">Employers should take initiatives to motivate employees by improving work environments.</p> <p data-bbox="1046 533 1251 842">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.</p> <p data-bbox="1046 848 1251 1115">This cannot be neglected as it leads to the behavioural disturbance; specifically referred to as the decrease in job performance.</p> <p data-bbox="1046 1121 1251 1619">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.</p>

### 2.1.3 The influence of motivation toward performance

#### 1. Febrianti et al (2014)

This study was conducted by Febrianti, S. Musadieg, M A. & Prasetya, A. (2014). The title of this study was *The Effect of Reward and Punishment on Work Motivation and performance on Performance (study at PT. Panin Bank Tbk. Jombang Micro Area)*. This study used 47 employees' as a sample. This study use theory from Nawawi (2005) for reward, Pahlavi (2012) for motivation and Mangkunegara (2009) for performance.

The result of this study shows that overall distribution of frequency on variable X1 (reward), variable X2 (punishment), variable Y1 (employee work motivation), and variable Y2 (Employee Performance) at PT. Panin Bank Tbk Area Miro Jombang has been running well. Reward has significant effect on employee work motivation, on the other hand, punishment has no significant effect on employees' work motivation, Reward has significant effect on employees' performance, Punishment has a significant effect on employees' performance, and motivation has a significant effect on employees' performance.

## 2. Afti et al (2015)

This study was conducted by Afti, T., Aabarghouse, N., Sadeghian, A. (2015). The title was *A Survey of the Relationship between Reward and Performance of Employees by Moderating Role of Motivation (Case study: The Main Office of Renovation of Yazd Schools)*. The present study aimed to evaluate the relationship between reward and performance of employees by moderating role of motivation in main office of renovation of Yazd schools. The study population of present study is all employees of main office of renovation of Yazd schools. The sample size is selected as 63 among 75 employees of this office by Morgan Table. The data collection measure is a questionnaire with 47 close questions, of which 15 questions are dedicated to reward, 27 questions to motivation of employees and 5 questions are about their performance. This study used theory from Aguinis and Gottfredson (2013) for reward, Chang (2003) motivation, and Gungor (2011) performance.

The result of this study are reward has significant impact on employees' performance and motivation has significant effect on employees' performance.

### 3. Güngör (2011)

This study was conducted by Güngör, P. (2011). The title was *The Relationship between Reward Management System and Employee Performance with the Mediating Role of Motivation: A Quantitative Study on Global Banks*. The primary goal of this study is to identify the relationship between the reward management system applications and employee performance of bank employees on global banks in Istanbul. The theoretical framework is discussed through the effects of reward management system applications and motivation on employee performance. Finally hypotheses are tested using data from 116 bank employees in 12 global banks and research results or findings are analysed. This study used theory from Porter and Miles (1974) for motivation. Yang, H. (2008), for reward, and Yazici (2008) for performance.

The results of this study were financial rewards have positive effects on employee performance, extrinsic and intrinsic motivation have an impact on employees' performance, and extrinsic motivation is explained by the variable of finance rewards and intrinsic motivation is explained by the variable of non-financials reward.

#### 4 Al-Omari (2017)

This study conducted by Al-Omari, K., Okasheh (2017).

The title was “*The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan*”. This study aims to investigate the influence of work environment on job performance. An engineering company was taken as a case study with a sample size of 85 employees. A quantitative methodology implying a cross-sectional survey was used to satisfy the study objectives in addition to the literature review. The collected data was analysed using (SPSS, Version 22).

The result in this study are employers should take initiatives to motivate employees by improving work environments. 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. 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.

## 5. Agwu (2013)

This study was conducted by Agwu (2013). The title on this study was *Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-Harcourt*. The purpose of this research is to ascertain the impact of fair reward system on employees' job performance in Nigerian Agip Oil Company limited Port-Harcourt. There were 396 samples (34 managers, 97 supervisors and 259 workmen) respondents that are determined at 5% level of significance for sample error, using Yamane's formula. The samples was selected from a population of 40,568 employees using stratified random sampling method for the purpose of questionnaire administration.

The result of this study were improved employees' job performance to a large extent is influenced by the implementation of fair reward system in Nigerian Agip Oil Company limited Port-Harcourt. When employees are rewarded for the value they create, they would be motivated to be more creative, innovative and entrepreneurial in discharging their duties.



**Table 2.3**

**The influence of motivation toward performance**

NO	Journal Identity	Variably and Theory	Result
1	<p>Febrianti,S. Musadieg,M A. &amp; Prasetya, A. (2014)</p> <p><i>The Effect of Reward and Punishment on Work Motivation and performance on Performance (study at PT. Panin Bank Tbk. Jombang Micro Area).</i></p> <p>Jurnal Administrasi Bisnis (JAB) Vol. 12 No. 1 Juli 2014</p>	<p><i>Reward</i> Nawawi(2005:319), <i>Punishment</i> (Mangkunegara, 2000: 130). Work Motivation Pahlavi (2012: 45) Employee Performance Mangkunegara (2009: 67)</p>	<p>1.Overall distribution of frequency on variable X1 (reward), variable X2 (punishment), variable Y1 (employee work motivation), and variable Y2 (Employee Performance) at PT. Panin Bank Tbk Area Miro Jombang has been running well.</p> <p>2. Reward has significant effect on employees' work motivation.</p> <p>3. Punishment has no significant effect on employees' work motivation.</p> <p>4. Reward significant effect on employees' performance.</p> <p>5. Punishment has a significant effect on employees' performance.</p> <p>6. Motivation has a significant effect on employees' performance.</p>
2	<p>Afti, T., Aabarghouse, N., Sadeghian, A. (2015)</p> <p><i>A Survey of the Relationship between Reward and</i></p>	<p>Aguinis and Gottfredson (2013) Reward Chang (2003) Motivation Gungor (2011) Performance</p>	<p>1. The reward has significant impact on employees' performance and the impact.</p>

NO	Journal Identity	Variably and Theory	Result
	<p><i>Performance of Employees by Moderating Role of Motivation (Case study: The Main Office of Renovation of Yazd Schools)</i></p> <p>J. Appl. Environ. Biol. Sci., 5(4S)59-64, 2015</p>		<p>motivation has significant effect on employees' performance</p>
3	<p>Güngör, P. (2011)</p> <p><i>The Relationship between Reward Management System and Employee Performance with the Mediating Role of Motivation: A Quantitative Study on Global Banks.</i></p> <p>Pınar Güngör / Procedia Social and Behavioral Sciences 24 (2011) 1510–1520</p>	<p>Motivation, Porter and Miles (1974), Performance, yazici (2008) Yang, H. (2008), Reward</p>	<ol style="list-style-type: none"> <li>1. Financial rewards have positive effects on employees' performance.</li> <li>2. Extrinsic and intrinsic motivation have an impact on employee performance</li> <li>3. Extrinsic motivation is explained by the variable of financial rewards and intrinsic motivation is explained by the variable of non-financial rewards.</li> </ol>
4	<p>Al-Omari, K., Okasheh (2017)</p> <p><i>The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan</i></p> <p>International Journal of Applied Engineering Research ISSN 0973-4562 Volume 12, Number 24 (2017) pp. 15544-15550</p>	<p>Work Environment Alex S.Nitisemito (1992) Sedarmayanti (2003) Performance (Bevan, 2012) (Motowidlo, Borman and Schmit, 1999). (Muchhal, 2014).</p>	<ol style="list-style-type: none"> <li>1. Employers should take initiatives to motivate employees by improving work environments.</li> <li>2. 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</li> </ol>

NO	Journal Identity	Variably and Theory	Result
			<p>behavioural disturbance; specifically referred to as the decrease in job performance.</p> <p>3. 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.</p>
5	<p>Agwu, M (2013)</p> <p>Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-Harcourt</p> <p>British Journal of Education, Society &amp; Behavioural Science 3(1): 47-64, 2013</p>	<p>Reward</p> <p>Armstrong M (1994)</p> <p>Wilson TB. (1994)</p> <p>Motivation</p> <p>Herzberg F, (1957)</p>	<p>1. When employees are rewarded for the value they create, they would be encouraged to be more creative, innovative and entrepreneurial in discharging their duties.</p> <p>2. 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.</p>

#### **2.1.4 Influence of rewards toward performance to employees**

##### 1. Afti et al (2015)

This study was conducted by Afti, T., Aabarghouse, N., Sadeghian, A. (2015). The title was *A Survey of the Relationship between Reward and Performance of Employees by Moderating Role of Motivation (Case study: The Main Office of Renovation of Yazd Schools)*. The present study aimed to evaluate the relationship between reward and performance of employees by moderating role of motivation in main office of renovation of Yazd schools. The study population of present study is all employees of main office of renovation of Yazd schools. The sample size is selected as 63 among 75 employees of this office by Morgan Table. The data collection measure is a questionnaire with 47 close questions, of which 15 questions are dedicated to reward, 27 questions to motivation of employees and 5 questions are about their performance. This study used theory from Aguinis and Gottfredson (2013) for reward, Chang (2003) motivation, and Gungor (2011) performance.

The result of this study are reward has significant impact on employees' performance and motivation has significant effect on employees' performance.

## 2. Smith et al (2015)

This study was conducted by Smith, E., Joubert, P., & Karodia, A. (2015). The title was *The Impact of Intrinsic and Extrinsic Rewards on Employee Motivation at a Medical Devices Company in South Africa*. The main purpose of this research was to investigate the role that intrinsic and extrinsic rewards play in motivating employees. This study adopted an explanatory research design using quantitative methodology and a survey strategy carried out among employees at a medical devices company in South Africa. The research had three essential objectives: to ascertain whether employees value rewards as motivation factors, to establish the extent to which employees are satisfied with current reward systems, and to identify which rewards (extrinsic or intrinsic) employees consider most beneficial. Forty (40) questionnaires were collected from respondents in order to explore and analyse their opinions on these topics. The analysis of the data collected from the questionnaires suggested that rewards are highly valued as a motivating factor by respondents. This study used theory from Shanks (2007) for reward and Cooper (1984) for motivation.

The result of this study is rewards that affect employees performance within the given medical devices organization are a healthy combination of extrinsic and intrinsic rewards.

### 3. Güngör (2011)

This study was conducted by Güngör, P. (2011). The title was *The Relationship between Reward Management System and Employee Performance with the Mediating Role of Motivation: A Quantitative Study on Global Banks*. The primary goal of this study is to identify the relationship between the reward management system applications and employee performance of bank employees on global banks in Istanbul. The theoretical framework is discussed through the effects of reward management system applications and motivation on employee performance. Finally hypotheses are tested using data from 116 bank employees in 12 global banks and research results or findings are analysed. This study used theory from Porter and Miles (1974) for motivation. Yang, H. (2008), for reward, and Yazici (2008) for performance.

The results of this study are financial rewards have positive effects on employee performance, extrinsic and intrinsic motivation have an impact on employees' performance, and extrinsic motivation is explained by the variable of finance rewards and

intrinsic motivation is explained by the variable of non-financials reward.

#### 4. Saeed (2013)

This study was conducted by Saeed,R., Nayyab,H., and Lodhi, R (2013). The title was *An Empirical Investigation of Rewards and Employee Performance:A Case Study of Technical Education Authority of Pakistan*. It is an investigation of relationship between rewards and employee performance in Technical Education Authority of Pakistan. Sample of 300 is selected by using random sampling approach. Data has been collected through questionnaires and response rate of questionnaires is 80 percent.

The result of this study is there is a significant relationship between intrinsic rewards and employee performance.

#### 5. Agwu (2013)

This study was conducted by Agwu (2013). The title on this study was *Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-Harcourt*. The purpose of this research is to ascertain the impact of fair reward system on employees' job performance in Nigerian

Agip Oil Company limited Port-Harcourt. There were 396 samples (34 managers, 97 supervisors and 259 workmen) respondents that are determined at 5% level of significance for sample error, using Yamane’s formula. The samples was selected from a population of 40,568 employees using stratified random sampling method for the purpose of questionnaire administration.

The result of this study are improved employees’ job performance to a large extent is influenced by the implementation of fair reward system in Nigerian Agip Oil Company limited Port-Harcourt. When employees are rewarded for the value they create, they would be motivated to be more creative, innovative andentrepreneurial in discharging their duties.

**Table 2.4**

**The influence of rewards toward performance to employees**

NO	Journal Identity	Variably and Theory	Result
1	Afti, T., Aabarghouse, N., Sadeghian, A. (2015)  <i>A Survey of the Relationship between Reward and</i>	Aguinis and Gottfredson (2013) Reward  Chang (2003) Motivation	1. The reward has significant impact on employees’ performance  2. Motivation has significant effect on



NO	Journal Identity	Variably and Theory	Result
	<p><i>Performance of Employees by Moderating Role of Motivation</i></p> <p><i>(Case study: The Main Office of Renovation of Yazd Schools)</i></p> <p>J. Appl. Environ. Biol. Sci., 5(4S)59-64, 2015</p>	<p>Gungor (2011) Performance</p>	<p>employees' performance</p>
2	<p>Smith, E., Joubert, P., &amp; Karodia, A. (2015)</p> <p><i>The Impact of Intrinsic and Extrinsic Rewards on Employee Motivation at a Medical Devices Company in South Africa</i></p> <p>Kuwait Chapter of Arabian Journal of Business and Management Review</p> <p>Vol. 5, No.1; September. 2015</p>	<p>Shanks (2007: 24) Reward Motivation (Cooper, 1984)</p>	<p>1. Rewards that affect employees performance within the given medical devices organization are a healthy combination of extrinsic and intrinsic rewards.</p>
3	<p>Güngör, P. (2011)</p> <p>The Relationship between Reward Management System and Employee Performance with the Mediating Role of</p>	<p>Motivation, Porter and Miles (1974), Performance, yazici (2008) Yang, H. (2008), Reward</p>	<p>1. Financial rewards have positive effects on Employees' performance. 2. Extrinsic and intrinsic motivation</p>

NO	Journal Identity	Variably and Theory	Result
	<p>Motivation: A Quantitative Study on Global Banks.</p> <p>Pınar Güngör / Procedia Social and Behavioral Sciences 24 (2011) 1510–1520</p>		<p>have an impact on employee performance</p> <p>3. Extrinsic motivation is explained by the variable of financial rewards and intrinsic motivation is explained by the variable of Non-financial rewards.</p>
4	<p>Saeed,R., Nayyab,H., and Lodhi, R.(2013)</p> <p><i>An Empirical Investigation of Rewards and Employee Performance: A Case Study of Technical Education Authority of Pakistan</i></p> <p>Middle-East Journal of Scientific Research 18 (7): 892-898, 2013</p>	<p>Motivation</p> <p>Herxberg, F (1959)</p> <p>Vroom, V (1964)</p> <p>Performance</p> <p>Carraher, R., A. Gibson and R. Buckley, (2006)</p> <p>Reward</p> <p>Beer, M., B. Spector, P. Lawrence, D. Mills and R. Walton, (1984)</p>	<p>1. There is a significant relationship between intrinsic rewards and employee performance.</p>

NO	Journal Identity	Variably and Theory	Result
5	<p data-bbox="611 317 869 646">Agwu, M (2013)</p> <p data-bbox="611 426 869 646"><i>Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-Harcourt</i></p> <p data-bbox="611 730 869 888">British Journal of Education, Society &amp; Behavioural Science 3(1): 47-64, 2013</p>	<p data-bbox="898 317 1051 426">Reward</p> <p data-bbox="898 369 1051 426">Armstrong M (1994)</p> <p data-bbox="898 457 1051 514">Wilson TB. (1994)</p> <p data-bbox="898 598 1051 632">Motivation</p> <p data-bbox="898 653 1051 709">Herzberg F, (1957)</p>	<p data-bbox="1090 317 1348 905">1. When employees are rewarded for the value they create, they would be encouraged to be more creative, innovative and entrepreneurial in discharging their duties. At this juncture, intrinsic factors are valued more than extrinsic factors.</p> <p data-bbox="1090 936 1348 1287">2. 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.</p>

### **2.1.5 Influence of work environment toward employees' performance**

#### 1. Jayaweera (2015)

This study was conducted by Jayaweera,T (2015). The title was *The Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England*. The study tested the relationship between work environmental factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England. In this cross-sectional study, a questionnaire survey conducted among 254 hotel workers at twenty-five chain hotels in Bristol, England. This study use theory from Arsalani et al (2011) for work environment, Bevan (2012) for performance, and Sansone and Harackiewicz (2000) for motivation.

The result of this study are environmental conditions significantly affect job performance, motivation has a significant effect on job performance, and the effects of job performance motivation holds a mediating effect between working conditions and job performance.

## 2. Rahmawati et al (2014)

This study was conducted by Rahmawanti, N., Swasto, B., and Prasetya, A (2014). The title was *The Effect of Work Environment on Employee Performance (Study on employees of Pratama Tax Service Office Malang)*. This research aimed to describe and analyse the effect of work environment on employees' performance. The subject of samples in this research are 79 employees of Pratama Tax Service Office Malang. The analysis of the data used is descriptive analysis and multiple linear regression analysis. This study used theory from Sedarmayati (2009) for work environment, Mangkunegara (2004) for performance.

The result of this study are the physical work environment (X1) in the Tax Office Pratama Malang North has a significant influence on employees' performance (Y), it shows that the influence of the non-physical work environment on employee performance is 67.1%, so the non-physical work environment (X2) has a dominant influence on the performance of the worker (Y), and that simultaneously, the physical work environment (X1) and non-physical work environment (X2) in Pratama Tax Office

Malang have a significant influence on employee performance (Y).

### 3. Rahardjo (2014)

This research was conducted by Rahardjo (2014), entitled *The Effect of Competence, Leadership and Work Environment towards Motivation and its impact on the Performance of Teacher of Elementary School In Surakarta City, Central Java Indonesia*. This research aimed to find out the effect of competence, leadership and work environment towards motivation and its impact on the performance of teacher of elementary school in Surakarta City, Central Java, Indonesia. A population and samples was the teacher of elementary school in Surakarta City. Instrument analysis used in this research includes: (1) test of instrument, (2) descriptive analysis, and (3) analysis structural equation modeling. This study used 195 as a sample. This study used theory from Simamora (2001) for work environment, Maslow (1970) for motivation and the Regulation of the Minister of National Education of indonesia for performance.

The result of this study are work environment (X3) gives significant effect directly on performance (Y2) and gives significant effect indirectly through motivation (Y1). Work

environment influence significantly to motivation and gives impact on performance.

#### 4. Prabha (2016)

This study was conducted by Prabha, L (2016). The title was *A study on the impact of workplace environment on employee's performance: with reference to the Brandix Intimate Apparel – Awissawella*. In the current era of highly volatile business environment, organizations are facing emerging achieving operational excellence with the intention to offer a competitive advantage and secure lasting results for their customers. The study has utilized primary data and a sample of size 85 has been chosen in accordance with the Morgan approach of sample selection including both managerial and non-managerial employees from Brandix Intimate Apparel- Awissawella through the proportionate sampling technique, using already developed questionnaire. Multiple Regression Model has been utilized as the main data analysing technique.

The result in this study was physical work environment have emerged as significant factors for employees' performance.

#### 5. Imran (2012)

This study was conducted by Imran,R., Fatima, A., Zaheer,A., Yousaf, I., and Batool I (2012). The title was *How to Boost Employee Performance: Investigating the Influence of Transformational Leadership and Work Environment in a Pakistani Perspective*. The current study makes theoretical contribution by developing a model explaining the relationship among transformational leadership, work environment and employee performance. This study used 215 employees as sample. While empirically, these relationships were examined in manufacturing sector of Pakistani economy.

The result of this study is work environment gives effect on employees performance.



**Table 2.5**

**The influence of work environment toward employees’  
performance**

NO	Journal Identity	Variably and Theory	Result
1	<p>Jayaweera,T (2015)</p> <p><i>Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England</i></p> <p>International Journal of Business and Management; Vol. 10, No. 3; 2015</p> <p>ISSN 1833-3850 E-ISSN 1833-8119</p>	<p>Work Environment</p> <p>(Arsalani et al., 2011)</p> <p>(Kristensen et al., 2005)</p> <p>Motivation</p> <p>Sansone &amp; Harackiewicz (2000).</p> <p>Performance</p> <p>Bevan (2012).</p>	<p>1. Environmental conditions significantly affected job performance.</p> <p>2. Motivation has a significant effect on job performance</p>
2	<p>Rahmawanti, N., Swasto, B., Prasetya, A (2014)</p> <p><i>The Effect of Work Environment on Employee Performance (Study on employees of</i></p>	<p>Work Environment</p> <p>(Saydam,2000)</p> <p>(Sedarmayati,2009)</p> <p>Performance</p>	<p>1. Physical work environment (X1) in the Pratama Tax Office Malang has a significant influence on employees’ performance (Y).</p>

NO	Journal Identity	Variably and Theory	Result
	<p><i>Pratama Tax Service Office Malang</i>).</p> <p>Jurnal Administrasi Bisnis (JAB)  Vol. 8 No. 2 Maret 2014 </p>	Mangkunegara (2004)	<p>2. The influence of the non-physical work environment on employees' performance is 67.1%, so the non-physical work environment (X2) has a dominant influence on the performance of the worker (Y).</p> <p>3. The physical work environment (X1) and non-physical work environment (X2) in Tax Office Pratama Malang North have a significant influence on employee performance (Y).</p>
3	<p>Rahardjo, Sri (2014)</p> <p><i>The Effect of Competence, Leadership and Work Environment towards Motivation and its impact on the Performance of Teacher of Elementary School In Surakarta City, Central Java Indonesia</i></p>	<p>Work Environment</p> <p>Simamora (2001)</p> <p>Motivation (Maslow, 1970)</p> <p>Performance (regulation of Indonesia)</p>	<p>1. Work environment (X3) gives significant effect directly on performance (Y2) and the significant effect indirectly through motivation (Y1).</p> <p>2. Work environment</p>

NO	Journal Identity	Variably and Theory	Result
	<p>International Journal of Advanced Research in Management and Social Sciences ISSN: 2278-6236</p> <p>Vol. 3   No. 6   June 2014</p>		influence significantly to motivation and impact on performance.
4	<p>Prabha, L (2016)</p> <p><i>A study on the impact of workplace environment on employee's performance: with reference to the Brandix Intimate Apparel – Awissawella</i></p> <p>International Journal of Multidisciplinary Studies (IJMS)</p> <p>Volume 3, Issue 1, 2016</p>	<p>Employee Performance (Chandrasekar, 2001).</p> <p>Work Environment (Brill et al, 1985)</p> <p>Vischer (2007)</p>	1. Physical work environment have emerged as significant factors for employee's performance
5	<p>Imran,R., Fatima, A., Zaheer,A., Yousaf, I., and Batool I. (2012)</p> <p><i>How to Boost Employee Performance: Investigating the Influence of Transformational Leadership and Work</i></p>	<p>Work Environment (Lee, S.Y. and J.L. Brand, 2005)</p> <p>Employees Performance Babin, B.J. and J.S. Boles, 1998.</p>	1. Work environment gives effect on employees' performance.

NO	Journal Identity	Variably and Theory	Result
	<i>Environment in a Pakistani Perspective</i>  Middle-East Journal of Scientific Research 11 (10): 1455-1462, 2012		

### 2.1.6 Influence of rewards toward employees' performance through motivation

#### 1. Febrianti et al (2014)

This study was conducted by Febrianti, S. Musadieg, M. A. & Prasetya, A. (2014). The title of this study was *The Effect of Reward and Punishment on Work Motivation and performance on Performance (study at PT. Panin Bank Tbk. Jombang Micro Area)*. This study used 47 employees' as a sample. This study used theory from Nawawi (2005) for reward, Pahlavi (2012) for motivation and Mangkunegara (2009) for performance.

The result of this study shows that overall distribution of frequency on variable X1 (reward), variable X2 (punishment), variable Y1 (employee work motivation), and variable Y2 (Employee Performance) at PT. Panin Bank Tbk Area Miro Jombang has been running well. Reward has significant effect on employee work motivation, on the other hand, punishment has no significant effect on employees' work motivation. Reward has

significant effect on employees' performance, Punishment has a significant effect on employees' performance, and motivation has a significant effect on employees' performance.

## 2. Hifni et al (2017)

This study was conducted by Hifni, A ., Mansur, M ., Priyono, A. (2017). The title of this thesis is *The Effect of Reward, Punishment and Motivation on Employees' Performance (Case Study at PT. PG Rajawali 1 Kribet Sugar Factory Malang)*. The purpose of this research is to find out and analyse the effect of reward, punishment and motivation on employees' performance. Data analysis method in this study used quantitative methods with data management techniques using multiple regression analysis. This study used 94 employees' as a sample. This study used theory from Nugroho (2006) for reward, Mangkunegara (2005) for punishment, Robbins (2015) for motivation, and Hasibuan (2013) for performance.

The result of this study are reward has a positive influence on employees' performance at PT. PG Rajawali 1 Kribet Sugar Factory Malang partially. Punishment has a positive influence on Employee Performance at PT. PG Rajawali 1 Kribet Sugar Factory Malang partially. Motivation has a positive influence on

employees' Performance at PT. PG Rajawali 1 Kreet Sugar Factory Malang partially. Reward, Punishment and Motivation together simultaneously affect Employee Performance at PT. PG Rajawali 1 Kreet Sugar Factory Malang.

### 3. Sari (2014)

This study is conducted by Sari (2014). The title of this study was *The Effects of Internal Communication, Reward and Punishment on Employee Work Motivation at BPR Nur Semesta Indah Keroncong, Jember Regency*. The population on this research are all of employees in PT. BPR Nur Semesta Indah Keroncong-Jember who was 43 respondents. In this research, Multiple Regressions Linear is used in this technique analysis. This study used theory from Moorhead and Griffin (2013) for reward, Mangkunegara (2000) for punishment, and Maslow (1943) for motivation.

The result of this study shows that, there is influence of reward toward employees performance with positive direction through motivation, there is influence punishment on work motivation with positive direction, there is influence of internal communication, reward and punishment to work motivation with positive direction toward employees performance.

#### 4. Agwu (2013)

This study was conducted by Agwu (2013). The title on this study was *Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-Harcourt*. The purpose of this research is to ascertain the impact of fair reward system on employees' job performance in Nigerian Agip Oil Company limited Port-Harcourt. There were 396 samples (34 managers, 97 supervisors and 259 workmen) respondents that are determined at 5% level of significance for sample error, using Yamane's formula. The samples was selected from a population of 40,568 employees using stratified random sampling method for the purpose of questionnaire administration.

The result of this study were improved employees' job performance to a large extent is influenced by the implementation of fair reward system in Nigerian Agip Oil Company limited Port-Harcourt. When employees are rewarded for the value they create, they would be motivated to be more creative, innovative and entrepreneurial in discharging their duties.

#### 5. Negussie (2012)

This study was conducted by Negussie, N. The title on this study was *Relationship between Rewards and Nurses Work Motivation in Addis Ababa Hospitals*. The objective of this study

was to examine the relationship between rewards and nurse motivation on public hospitals administrated by Addis Ababa health bureau. Among 794 nurses, 259 were selected as sample. The data were collected using self-administered questionnaire. After the data were collected, it was analysed using SPSS version16.0 statistical software.

The result on this study is 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.

**Table 2.6**

**The influence of rewards toward performance through motivation**

NO	Journal Identity	Variably and Theory	Result
1	Febrianti,S. Musadieg,M A. & Prasetya, A. (2014)  <i>The Effect of Reward and Punishment on Work Motivation and performance on Performance (study at PT. Panin Bank Tbk. Jombang Micro Area)</i>  Jurnal Administrasi	<i>Reward</i> Nawawi(2005:319), <i>Punishment</i> (Mangkunegara, 2000: 130). Work Motivation Pahlavi (2012: 45)  Employee Performance Mangkunegara (2009: 67)	1. Overall distribution of frequency on variable X1 (reward), variable X2 (punishment), variable Y1 (employee work motivation), and variable Y2 (Employees' Performance) at PT. Panin Bank Tbk Area Miro Jombang has been running well.  2. Reward gives significant effect on employees' work motivation.  3. Punishment has no significant effect on



NO	Journal Identity	Variably and Theory	Result
	Bisnis (JAB) Vol. 12 No. 1 Juli 2014		<p>employees' work motivation.</p> <p>4. Reward has significant effect on employees' performance.</p> <p>5. Punishment has a significant effect on employees' performance.</p> <p>6. Motivation has a significant effect on employees' performance.</p>
2	<p>Hifni, A ., Mansur, M ., Priyono, A. (2017)</p> <p><i>The Effect of Reward, Punishment and Motivation on Employees' Performance (Case Study at PT. PG Rajawali I Kreet Sugar Factory Malang)</i></p> <p>e – Jurnal Riset ManajemenPRODI MANAJEMEN Fakultas Ekonomi Unisma (2017)</p>	<p>Reward (Nugroho, 2006:5).</p> <p>Punishment (Mangkunegara (2006:130</p> <p>Motivation (Robbins 2015:127)</p> <p>Performance (Hasibuan 2013:105)</p>	<p>1. Reward has a positive influence on Employees' Performance at Kreet Sugar Factory PT PG Rajawali I Malang partially.</p> <p>2. Punishment has a positive influence on Employees' Performance at Kreet Sugar Factory PT PG Rajawali I Malang partially.</p> <p>3. Motivation has a positive influence on Employees' Performance at Kreet Sugar Factory PT PG Rajawali I Malang partially.</p> <p>4. Reward, Punishment and Motivation together simultaneously affect Employees' Performance at Kreet Sugar Factory PT PG Rajawali I Malang.</p>
3	Sari, Yuanita. (2014)	Reward	1. There is influence of reward to work motivation of employees' Nur Semesta

NO	Journal Identity	Variably and Theory	Result
	<p><i>The Effects of Internal Communication, Reward and Punishment on Employee Work Motivation at BPR Nur Semesta Indah Keroncong, Jember Regency</i></p> <p>Jurnal Ekonomi dan Bisnis, 2014</p>	<p>Moorhead and Griffin (2013: 159)</p> <p>Punishment</p> <p>Mangkunegara (2000: 130)</p> <p>Motivation</p> <p>Maslow (1943)</p>	<p>Indah Kencong with positive direction, hence if there is improvement or improvement on reward, it will give influence to increase work motivation of employees' of Nur Semesta Indah Kencong;</p> <p>2. There is influence punishment on work motivation of employees' Nur Semesta Indah Kencong with positive direction, hence if there is improvement or improvement on punishment, it will give influence in increasing work motivation of BPR Nur Semesta Indah Kencong;</p> <p>3. There is influence of internal communication, reward and punishment to work motivation of employees' Nur Semesta Indah Kencong with positive direction, hence if there is improvement or improvement on internal communication, reward and punishment, it will give influence to increase work motivation of Nur Semesta Indah Kencong.</p>
4	<p>Agwu, M (2013)</p> <p>Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-Harcourt</p>	<p>Reward</p> <p>Armstrong M (1994)</p> <p>Wilson TB. (1994)</p> <p>Motivation</p> <p>Herzberg F, (1957)</p>	<p>1. When employees are rewarded for the value they create, they would be encouraged to be more creative, innovative and entrepreneurial in discharging their duties. At this juncture,</p>

NO	Journal Identity	Variably and Theory	Result
	British Journal of Education, Society & Behavioural Science 3(1): 47-64, 2013		<p>intrinsic factors are valued more than extrinsic factors.</p> <p>2. 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.</p>
5	<p>Negussie, N. (2012)</p> <p><i>Relationship between Rewards and Nurses Work Motivation in Addis Ababa Hospitals</i></p> <p>Ethiop J Health Sci. Vol. 22, No. 2 July 2012</p>	<p>Reward</p> <p>Baron, A. (1983)</p>	<p>1. 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.</p>

## **2.1.7 Influence of work environment toward employees' performance through motivation**

### 1. Rahardjo (2014)

This research was conducted by Rahardjo (2014), entitled *The Effect of Competence, Leadership and Work Environment towards Motivation and its impact on the Performance of Teacher of Elementary School In Surakarta City, Central Java Indonesia*. This research aimed to find out the effect of competence, leadership and work environment towards motivation and its impact on the performance of teacher of elementary school in Surakarta City, Central Java, Indonesia. A population and samples was the teacher of elementary school in Surakarta City. Instrument analysis used in this research includes: (1) test of instrument, (2) descriptive analysis, and (3) analysis structural equation modeling. This Study used 195 as a sample. This study used theory from Simamora (2001) for work environment, Maslow (1970) for motivation and the Regulation of the Minister of National Education of Indonesia for performance.

The result of this study are work environment (X3) gives significant effect directly on performance (Y2) and gives significant

effect indirectly through motivation (Y1). Work environment influence significantly to motivation and impact on performance.

## 2. Mangkunegara and Agustine (2016)

This study was conducted by Mangkunegara and Agustine (2016). The title was *The Effect of Training, Motivation and Work Environment on Physicians' Performance*. The study sought to establish and to analyse the effect of training, motivation and work environment on physicians' performance at X Hospital both partially and simultaneously. This statistic parametric study adopted a quantitative method that used a multiple linear regression in which the data were processed by SPSS 21 program. Sample size was 84 targeting physicians as respondents. A structured questionnaire was used by a 1-5 Likert scale. This study used theory from Amrstrong (2009) for motivation, Ivanko (2012) for work environment and Mangkunegara (2007) for performance.

The result of this study are Motivation has significant effect on physicians' performance at X hospital, Work environment has significant effect on physicians' performance at X hospital, and Motivation and work environment has significant effect simultaneously on physicians' performance at X hospital.

### 3. Jayaweera (2015)

This study was conducted by Jayaweera, T (2015). The title was *The Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England*. The study tested the relationship between work environmental factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England. In this cross-sectional study, a questionnaire survey conducted among 254 hotel workers at twenty-five chain hotels in Bristol, England. This study uses theory from Aarsland et al (2011) for work environment, Bevan (2012) for performance, and Sansone and Harackiewicz (2000) for motivation.

The results of this study are that environmental conditions significantly affected job performance, motivation has a significant effect on job performance, and the effect on job performance motivation holds a mediating effect between the relationship between working conditions and job performance.

#### 4. Malik (2011)

This study was conducted by Malik,M., Ahmad A., Gomez, S., and Ali,M (2011). The title was *A study of work environment and employees' performance in Pakistan*. This study investigated the work environment and employees' performance in Pakistan. It aims to test a model based on five dimensions of work environment and their effect on the performance of employees. The data were collected from 115 employees of Pakistan Telecommunication Company Limited (PTCL) and processed through Statistical Package for Social Science (SPSS) to apply statistical tests, that is, descriptive statistics, Pearson's correlation and regression analysis, to investigate the relationship of the selected variables. The results of the study reveal that most of the employees are males working at the supervisory level.

The result in this study shows positive relationship between dimensions of work environment and employee performance especially physical working conditions reflect the strongest positive and significant relationship. The work environment has an impact on individual's motivation ability to work safely, competently and in compliance with operational performance targets.

#### 5. Al-Omari (2017)

This study was conducted by Al-Omari, K., Okasheh (2017). The title was *“The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan”*. This study aims to investigate the influence of work environment on job performance. An engineering company was taken as a case study with a sample size of 85 employees. A quantitative methodology implying a cross-sectional survey was used to satisfy the study objectives in addition to the literature review. The collected data was analysed using (SPSS, Version 22).

The result in this study are employee’ should take initiatives to motivate employees by improving work environments. 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. Employess’ 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.



**Table 2.7**

**The influence of work environment toward performance through  
motivation**

NO	Journal Identity	Variably and Theory	Result
1	<p>Rahardjo, Sri (2014)</p> <p><i>The Effect of Competence, Leadership and Work Environment towards Motivation and its impact on the Performance of Teacher of Elementary School In Surakarta City, Central Java Indonesia</i></p> <p>International Journal of Advanced Research in Management and Social Sciences ISSN: 2278-6236</p> <p>Vol. 3   No. 6   June 2014</p>	<p>Work Environment</p> <p>Simamora (2001)</p> <p>Motivation (Maslow, 1970)</p> <p>Performance (regulation of Indonesia)</p>	<p>1. Work environment (X3) has significant effect directly on performance (Y2) and has the significant effect indirectly to motivation (Y1).</p> <p>2. Work environment influence significantly to motivation and impact on performance.</p>

NO	Journal Identity	Variably and Theory	Result
2	<p>Mangkunegara,A &amp; Agustine,R. (2016)</p> <p>Effect of Training, Motivation and Work Environment on Physicians' Performance</p> <p><i>Academic Journal of Interdisciplinary Studies</i></p> <p><i>MCSER Publishing, Rome-Italy</i></p> <p><i>E-ISSN 2281-4612</i></p> <p><i>ISSN 2281-3993 Vol 5 No 1</i></p> <p><i>March 2016</i></p>	<p>Motivation</p> <p>(Hasibuan, M. 2007)</p> <p>(Amrstrong,A 2009)</p> <p>Work Environment</p> <p>(Amrstrong,A. 2009)</p> <p>(Komarudin, 2002)</p> <p>(Ivanko, S. 2012)</p> <p>(Naharuddin, 2013)</p> <p>Performance</p> <p>(Amstrong,A 2009)</p> <p>(Mangkunegara, 2007)</p>	<ol style="list-style-type: none"> <li>1. Motivation has significant effect on physicians' performance at X hospital.</li> <li>2. Work environment has significant effect on physicians' performance at X hospital.</li> <li>3. Motivation and work environment has significant effect simultaneously on physicians' performance at X hospital.</li> </ol>
3	<p>Jayaweera,T (2015)</p> <p><i>Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England</i></p> <p>International Journal of Business and</p>	<p>Work Environment</p> <p>(Arsalani et al., 2011)</p> <p>(Kristensen et al., 2005)</p> <p>Motivation</p> <p>(Sansone &amp; Harackiewicz, 2000).</p> <p>Performance</p>	<ol style="list-style-type: none"> <li>1. Environmental conditions significantly affected job performance.</li> <li>2. Motivation has a significant effect on job performance</li> <li>3. Motivation holds a mediating effect between the relationship between working conditions and job performance.</li> </ol>

NO	Journal Identity	Variably and Theory	Result
	Management; Vol. 10, No. 3; 2015  ISSN 1833-3850 E- ISSN 1833-8119	(Bevan, 2012).	
4	Malik,M., Ahmad A., Gomez, S., and Ali,M  <i>A study of work            environment and            employees’            performance in            Pakistan</i>  African Journal of Business Management Vol. 5(34), pp. 13227- 13232, 28 December, 2011	Work Environment  (Hall, 2007).  (Srivastava, 2008)  Employee Performance  (Abualrub,2004)  (Castilla, 2005)  (Dirks and Skarlicki, 2009)	<ol style="list-style-type: none"> <li>1. There is positive relationship between dimensions of work environment and employee performance especially physical working conditions reflect the strongest positive and significant relationship.</li> <li>2. The work environment has an impact on individual’s ability to work safely, competently and in compliance with operational performance targets.</li> <li>3. The work environment has an impact on individual’s ability to work safely, competently and in compliance.</li> </ol>
5	Al-Omari, K., Okasheh (2017)	Work Environment	1. Employers should take initiatives to motivate employees’

NO	Journal Identity	Variably and Theory	Result
	<p data-bbox="528 426 770 617">The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan</p> <p data-bbox="528 751 770 978">International Journal of Applied Engineering Research ISSN 0973-4562 Volume 12, Number 24 (2017) pp. 15544-15550</p>	<p data-bbox="799 317 938 407">Alex S.Nitisemito (1992)</p> <p data-bbox="799 436 948 495">Sedarmayanti (2003)</p> <p data-bbox="799 579 935 606">Performance</p> <p data-bbox="799 688 959 716">(Bevan, 2012)</p> <p data-bbox="799 798 979 888">(Motowidlo, Borman and Schmit, 1999).</p> <p data-bbox="799 970 916 1029">(Muchhal, 2014).</p>	<p data-bbox="1046 317 1286 375">by improving work environments.</p> <p data-bbox="999 382 1286 869">2. Job performance is the result of an employees' 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.</p> <p data-bbox="999 875 1286 1268">3. 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.</p>

**Table 2.8**

**Theory From Previous Research**

Variables	Journal	Theory	Indicators	Chosen theory
Reward (X1)	Febrianti,S Musadieg, M A. & Prasetya, A. (2014)	Matteson	reward extrinsic  reward intrinsic	Yang, H. (2008)  <ul style="list-style-type: none"> <li>• Financial Rewards</li> <li>• Non-Financial Rewards</li> </ul> The researcher will use this theory because this theory common to use in reward
	Sari, Yuanita. (2014)	Moorhead and Griffin (2013: 159)	Salary  Social Security  Promotion  Work completion  Personal development	
	Güngör, P. (2011)	Yang, H. (2008)	Financial and Non-Financial Rewards	
Work Environment (X3)	Rahardjo, Sri (2014)	Simamora (2001)	the physical environment  the psychosocial or treatment received	Sedarmayati 2009  <ul style="list-style-type: none"> <li>• Physical working conditions</li> <li>• Psychosocial working conditions</li> </ul> Researcher will use this theory
	Mangkunegara,A & Agustine,R (2016)	Armstrong, M.,2009	core  values of the organization, leadership, employee aspirations, achievement, recognition,	

Variables	Journal	Theory	Indicators	Chosen theory
			development and role of work design, quality of work life, balance at the work and talent management.	because this theory is common in work environment study
	Mangkunegara, A & Agustine, R. (2016)	Komarudin, 2002	Physical work environment non-physical work environment	
	Jayaweera, T (2015)	Arsalani 2011	physical and psychosocial working conditions	
	Jayaweera, T (2015)	Kristensen 2005	general health and mental health	
	Rahmawanti, N., Swasto, B., Prasetya, A (2014)	Sedarmayanti, 2009	physical and psychosocial working conditions	
Motivation (Z)	Sari, Yuanita. (2014)	Maslow (1943)	physiological needs the need for security social needs reward needs	Maslow (1943) physiological needs the need for security

Variables	Journal	Theory	Indicators	Chosen theory
			actualization needs	social needs reward needs
	Güngör, P. (2011)	Porter and Miles (1974),	Job individual work environment characteristics	actualization needs The researcher will use this theory because this theory is fit when used for medical employees and it is common to use in motivation study
	Smith, E., Joubert, P., & Karodia, A. (2015)	(Deckers, 2010).	Extrinsic sources Intrinsic sources	
	Mangkunegara, A & Agustine, R. (2016)	(Hasibuan, M. 2007)	internal factor external factor	
	Mangkunegara, A & Agustine, R. (2016)	(Amrstron g, A 2009)	intrinsic motivation extrinsic motivation	
	Mangkunegara, A & Agustine, R. (2016)	Frederick Herzberg	Hygiene factors intrinsic factors	
Employees Performance (Y)	Febrianti, S . Musadieg, M A. & Prasetya, A. (2014)	Dharma (2003)	Quantity Quality	Dharma (2003) <ul style="list-style-type: none"> <li>• Quantity</li> <li>• Quality</li> </ul>

Variables	Journal	Theory	Indicators	Chosen theory
				The researcher will use this theory because this theory can be used for study about performance
	Güngör, P. (2011)	yazici (2008)	high productivity high producer	
	Mangkune gara,A & Agustine,R . (2016)	Mangkune gara,2007	training, motivation and work environment	
	Jayaweera, T (2015)	Motowidlo and Van Scotter (1994)	Job knowledge, physical ability to carry duties, communication skills, teamwork skills, punctuality and concentrating	



## **2.2 Literature review**

### **2.2.1 Human Resource Management**

#### **2.2.1.1 Definition**

Snell and Bohlander (2012) stated that, human resources management is the process of managing human talent to achieve an organization's objectives. Human resources 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).

Torrington et al. (2005) proved that, human resources management is satisfying the needs of the employees'. The commitment to organizational objectives is needed for organizational success, and only by contributing to organizational success will individuals be able to satisfy their personal employment needs. Human resources is one of the most vital elements for the organization, if human resources are ignored then the organization will not succeed in achieving the goals and objectives to be achieved (Rachmawati, 2008).

#### **2.2.1.2 Practice**

According to Snell and Bohlander (2012), a process of managing people or human talent to achieve organization objectives is what HR do in organization, and the practice are as follows:

## 1. Human Resource Management planning

HRM planning is a process of anticipating and providing for the movement of people into, within and out organization. This includes job analysis and Job design. Job analysis is the process to collect, evaluate and organize information and Job design is determination of working activities of individual or organization to make efficient organization and employee satisfaction.

## 2. Recruitment

Recruitment is the process of finding and hiring suitable candidate it can be from internal of organization or from outside of organization and it has a purposes to fulfill the vacant position. Internal or external recruitment have their own advantages and disadvantages, for the internal recruitment the advantages are minimum cost, it does not need much time to find it and there is a chance to get career opportunities, however it will make the organization does not grow that much because there is no innovation among the employees. For the external recruitment it will make the new ideas from new employees, however it will be more costly, and the new employees will take some time for adaptation.

## 3. Selection

Selection is the process of choosing individuals who have relevant qualifications to fill existing or projected job openings. The

selection process should start with a job analysis. Research shows that complete and clear job specifications help interviewers differentiate between qualified and unqualified applicants and reduces the effect of an interviewer's biases and prejudices. The number of steps in the selection process and their sequence will vary, not only with the organization, but also with type and level of jobs to be filled.

#### 4. Training and Development

Training and development is a process for developing human resources in organization, the difference is training for short-term objective while development focus for future objective. The types of training given employees range from simple, on-the-job instruction to sophisticated skills training conducted on multimillion dollar. When designing a training program, managers must consider the two fundamental preconditions for learning: readiness and motivation of trainees.

#### 5. Performance Appraisal

Performance appraisal programs serve many purposes, but in general, those purposes can be clustered into two categories administrative and developmental. The administrative purposes include decision about who will be promoted, transferred or laid off. Appraisals are also conducted to make compensation decisions.

Developmental decisions include those related to improving and enhancing an individual's capabilities. These include identifying a person's strengths and weaknesses, eliminating external performance obstacle, establishing training needs.

## 6. Compensation

The basis on which compensation payments are determined and the way they are administered can significantly affect employees' productivity and the achievement of organizational goals. Internal influences include the employer's compensation policy, worth of the job, performance of the employees, and employer's ability to pay. External factor influence pay rates include labor market conditions, area payrates, cost of living, outcomes of collective bargaining, and legal requirements. The effectiveness of a compensation system can be assessed by using a compensation scorecard. The scorecard collects and displays where all departments and/or functions sit in terms of their relative compensation.

## **2.2.2 Rewards**

### **2.2.2.1 Definition**

Sari (2014) stated that, reward is a result of what is obtained from the given job, wages or salaries and even incentives that can provide work performance exceeds the expected standard of performance. With the other sense that the acceptance of salary in accordance with the contribution of employees while working in the company. The guarantee of social work during the company's ability to complete good work, and the existence of training and development activities for the enhancement of duty skill has created a drive of encouragement and spirit in the work. Moreover, in this case employees who get salary and benefits and promotion will feel the the effect of the work that will give the job satisfaction. It can conclude that the working cartoons will be more excited in displaying better work results to actualize the creativity in the work.

### **2.2.2.2 Importance**

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 their performance.

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. Reward system is given to employees to improve employees performance so that corporate objectives can be achieved. In addition, rewards will make employees feel the contribution given is valued so that it increases employees' performance (Febrianti et al, 2014).

#### 2.2.2.3 Components

Gibson et al (2000) classified, rewards into two broad categories: extrinsic and intrinsic. Extrinsic rewards are reward external to the job, such as pay, promotion, or fringe benefits. Intrinsic rewards are those that are parts of the job itself, such as the responsibility, challenge, and feedback characteristics of the job.

##### A. Extrinsic Rewards

###### 1. Financial Rewards: Salary and Wages

Money is a major extrinsic reward. To really understand how money modifies behaviour, the perceptions and preferences of the person being rewarded

must be understood, which of course is a challenging task for managers.

## 2. Financial Rewards: Fringe Benefits

A major financial fringe benefit in many organizations is the pension plan. Fringe benefits such as pension plans, health insurance, and vacations are not usually contingent on employees' performance.

## 3. Interpersonal Rewards

The manager has some power to distribute such interpersonal rewards as status and recognition. Managers and co-workers both play roles in granting job status.

## 4. Promotion

Managers are making promotion reward decisions attempt to match the right person with the jobs. Criteria are often used to reach promotion decision are performance and seniority.

## B. Intrinsic Reward

### 1. Completion

The ability to start and finish a project or job is important to some individuals. The effect that completing a task has on them is a form of self-reward.

## 2. Achievement

Achievement is a self administered reward derived from reaching a challenging goal. Some seek challenging goals, while others seek moderate or low goals.

## 3. Autonomy

Some people want jobs providing the right to make decisions, they want to operate without being closely supervised.

### **2.2.3 Work Environment**

#### 2.2.3.1 Definition

Work environment is one of the most important things in supporting the motivation of nurse while in hospital. 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.



### 2.2.3.2 Importance

Work environment is one of the most important things in supporting the motivation of nurse while in hospital. Work environment also has an important role in determining employees' performance. It includes material and psychological conditions existing within the organization. A comfortable work environment that complies a decent standard will contribute to employees comfort in performing their duties (Mangkunegara & Agustine, 2016). Moreover, work environment influence significantly to performance through motivation that research findings indicate that the work environment influences significantly to performance through motivation (Rahardjo, 2014).

### 2.2.3.3 Component

According to Sedarmayanti (2009), there are two kinds of work environment, they are physical and non-physical work environments. Physical work environment is all physical circumstances that exist around the workplace where it can affect the work of employees either directly or indirectly. Rahmawanti et al (2014) proved that, the followings are the elements of the physical work environment: Lighting, Air Circulation, Color, Hygiene, Security. Nitisemito (2000) stated that, non-physical work

environment also reflects the conditions that support the cooperation between the level of superiors with subordinates and fellow co-workers who have the status of the same position in the company.

## **2.2.4 Motivation**

### 2.2.4.1 Definition

According to Rivai (2004), motivation is a set of attitudes and values that affect the individual to achieve the specific goals. Motivation is the driving force which leads individuals to want to act, perform, or do something without pressure or manipulation (Smith et al, 2015)

Mangkunegara (2000) stated that, motivation can also be said as energy to arouse self-motivation and motivation is a condition that moves employees' to be able to meet the purpose of the motivation, the motive itself is an impulse of need in the employees that needs to be met so that the employees can adjust to the environment.

### 2.2.4.2 Importance

According to Bhatti et al (2016), employees with low the level of motivation that are most likely to concentrate on their job, shirk their duties and responsibilities, deceive their supervisors and leave the organization if provided with another opportunity. However,

employees who motivated are more loyal, innovative and productive, and they yield- quality results for work that they readily engage in.

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).

#### 2.2.4.3 Components

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.

According to Kadarisman (2013), the instrinsic motivation are needs, goals, attitude, and abilities, while those classified as extrinsic motivation are pay, job security, co-workers, supervision, praise and job itself.

## **2.2.5 Performance**

### **2.2.5.1 Definition**

Mangkunegara (2000) stated that, performance 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.

### **2.2.5.2 Importance**

Rivai (2004) stated that, performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. Employee performance is a very important thing in the company's efforts to achieve its goals.

According to Febrianti et al (2014), to form a good performance required the ability and motivation of employees, because if a company has employees or human resources with the ability of quality automatically employee performance impact on the company that can penetrate the target that has been determined so as not to harm the company.

### 2.2.5.3 Components

Güngör (2011) said that, performance of employees could include: quantity of output, quality of output, timelessness and Dharma (2003) stated that performance standards include:

1. Quantity of work results, it is related to the amount to be complete or achieved. Quantitative measurement involves calculating the output of the process or the execution of the activity, this is related to the amount of output produced.
2. Quality of work Results, it is related to the quality that must be produced (good or not). The qualitative measurement of the output reflects the measurement of "satisfaction level". How well the statement is.
3. On time is not in accordance with the planned time. Timeliness measurement is a special type of qualitative measurement that determines the timeliness of completion of an activity.

## **2.3 The Relationship Among Variables and Hypotheses**

### **2.3.1 The relationship between Reward toward motivation**

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 employees when goals are not 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 positive significance relation between reward toward motivation*

### **2.3.2 The relationship between work environment 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 positive significance relation between work environment toward motivation*

### **2.3.3 The relationship between motivation toward employee performance**

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 positive significance relation between motivation toward work performance*

### **2.3.4 The relationship between rewards toward work performance**

According to Afti et al (2015), reward has significant impact on performance 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 positive significance relation between reward toward work performance*

### **2.3.5 The relationship between work environment toward 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 proposition anticipating the effect of work environment on employee performance.

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

### **2.3.6 The relationship between rewards toward work performance through motivation**

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 give impact on their performance. Hifni et al (2017) said that, reward, punishment and motivation give 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, generate 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 a 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 positive significance relations between rewards toward work performance through motivation*

### **2.3.7 The relationship between work environment toward 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 positive significance relations between work environment toward performance through motivation.*

## **2.4 Research hypotheses**

2.4.1 There is a positive significance relation between reward toward motivation.

2.4.2 There is a positive significance relation between work environment toward motivation.

2.4.3 There is a positive significance relation between motivation toward work performance.

2.4.4 There is a positive significance relation between reward toward work performance.

2.4.5 There is a positive significance relation between work environment toward work performance.

2.4.6 There are positive significance relations between rewards toward work performance through motivation.

2.4.7 there are positive significance relations between work environment toward performance through motivation.

## 2.5 Research Framework

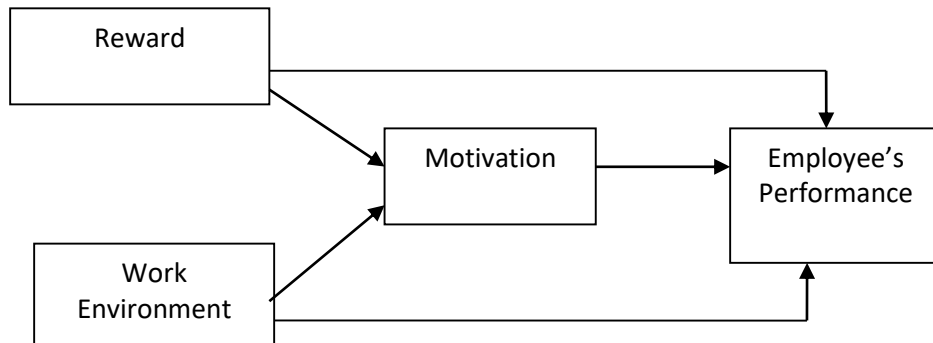


Figure 2.1 Research Framework

Explanation:

Independent Variable (X<sub>1</sub>): Reward

Independent Variable (X<sub>2</sub>): Work Environment

Dependent variable (Y): Performance

Intervening variable (Z): motivation

## **CHAPTER III RESEARCH METHOD**

### 3.1 Approach to Research

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.

### 3.2 Research Site

#### 3.2.1 Setting of the Study

This study will be conducted in Raja Ahmad Tabib Public Regional Hospital in Tanjungpinang, Kepulauan Riau Province. at WR Supratman street number 100.

#### **3.2.2 The Vision of Raja Ahmad Tabib Public Regional Hospital in Tanjungpinang, Kepulauan Riau province**

“Become a reference center for health services in the Riau island province”

#### **3.2.3 The Mission of Raja Ahmad Tabib Public Regional Hospital in Tanjungpinang**

Providing excellent, equitable and fair service. Improving the quality of human resources who are professional and devoted to building shared commitment between internal and external stakeholders to provide

services that meet the needs and needs of the community or costumers oriented.

### **3.3 Research Variable**

#### **3.3.1 Independent Variable**

Independent variables are those that probably cause, influence or affect outcomes (Creswell, 2009), The independent variables in his research study will be Reward (X1), Work Environment (X2). In this study, the researcher will use theories from Yang, H. (2008) for reward, Sedarmayati (2009) for work Environment.

#### **3.3.2. Dependent Variable**

Dependent variables are those that depend on the independent variable; they are the outcomes or results of the influence of the independent variables (Creswell, 2009). The dependent variable will be job performance (Y). Since ths research will be conducted in a hospital industry, this research will use a theory from Dharma (2003).

#### **3.3.3. Intervening**

Intervening variables are the variables that stand between independent variables and dependent variable. They mediate the effects of the independent variable on the dependent variable (Creswell, 2009). Intervening variable in this research study will be Motivation (Z). This study will use theory from Maslow (1943).

### **3.4 Operation Variable**

Operational variable is an idea that can be measured by reducing the level of abstraction through the depiction of dimensions and elements (Sekaran, 2003). Operational variable will be used in research study. In this research study the operational variables are;

#### **3.4.1 Reward (X1)**

Based on Yang (2008), reward includes both financial and non-financial rewards which are also called as extrinsic and intrinsic rewards. Financial rewards are salary increase, bonus system, and additional income. Based on Abeysekera (2007), the indicators of financial rewards are:

- a) The amount of salary I receive is the same as employees in other offices with the same profession
- b) If i work well then I can earn more money (performance bonuses, annual bonuses, etc.)
- c) My salary is fair according to my responsibilities
- d) The company rewards good work
- e) I am happy with the company assistance for housing (for example: mortgage)

- f) Non-financial benefits are in accordance with the needs of mine and my family
- g) The amount of health care paid is sufficient

### **3.4.2 Work environment (X2)**

According to Sedarmayati (2009), work environment is the whole tool and material equipment, surrounding environment is where someone works, the method of work, and the work arrangements both as individuals and groups. The indicators of work environment was developed by Carlapio (1996):

- a) Furniture at workplace is flexible enough to adjust, rearrange, or reorganize
- b) Workplace layout supports the work activity, speeds up task completion and encourages interaction between the employees
- c) I am able to maintain the social contact with others around me
- d) The quality of available equipment is appropriate for the work assigned
- e) My colleagues accept me and value my opinion as a part of the team work



f) Colleagues at my workplace always share information.

g) My supervisor is fair in work allocation.

### **3.4.3 Motivation (Z)**

Indicators of motivation are adapted from Maslow (1943), they are:

1. Physiological needs - these are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep. If these needs are not satisfied, the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met.
2. Safety needs - protection from elements, security, order, law, stability, freedom from fear.
3. Love and belongingness needs - after physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of belongingness. The need for interpersonal relationships motivates behavior, for examples friendship, intimacy, trust and acceptance, receiving and giving affection and love, affiliating, and being part of a group (family, friends, or work).

4. Esteem needs - which Maslow classified into two categories: (i) esteem for oneself (dignity, achievement, mastery, independence) and (ii) the desire for reputation or respect the others (e.g., status, prestige). Maslow indicated that the need for respect or reputation is the most important for children and adolescents and precedes real self-esteem or dignity.
5. Self-actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences. The indicators are adapted from Taormina (2013) and Sari (2014) as follows:

A. Physiological Needs Satisfaction Scale

1. I am satisfied with the salary I received from my work
2. The quality of sleep I get to feel fully refreshed
3. The quality of the food I eat every day

B. Safety–Security Needs Satisfaction Scale

1. How secure I am in my house
2. The money I reserved for me to have a secure retirement
3. How safe I am from being physically attacked

C. Belongingness Needs Satisfaction Scale

1. How much I am cared for by my spouse/partner
2. How much I am welcomed in my community
3. The quality of the relationships I have with my friends

D. Esteem Needs Satisfaction Scale

1. How much respect I have for myself
2. The recognition I receive from various people
3. How positive I feel about myself as a person

E. Self-Actualization Satisfaction Scale

1. I am totally comfortable with all facets of my personality
2. I am now being the person I always wanted to be.
3. I completely accept all aspects of myself.

#### **3.4.4 Performance (Y)**

Based on Dharma (2003), there are two ways of measurement that can be used, they are:

1. Quantity, which relates to the amount that must be completed.

It is a quantitative measure that involves the calculation of the process or implementation of activities. This is related to the matter of the amount of output produced, so as to find out the

high and low performance of the employee, it is compared to the quantity standard set by the company.

2. Quality, which is related to the quality produced (good or bad) quantitative measures that reflect the "level of satisfaction" that is how well the completion of a company even though the qualitative standards are difficult to measure or determine, but this is important as a reference for achieving the objectives of a work settlement.

The employees' job performance indicators are adapted from Hafiz (2017) and Robbins (2002), they are as follow:

#### A. Quality

1. I have the ability and skills according to the field of work
2. I can fulfill job responsibilities
3. I am very careful in doing work

#### B. Quantity

1. I can do all the tasks expected
2. I have been involved in activities that influence my evaluation regarding work

3. I am responsive and adaptive to the new assignments  
given

### **3.5 Population and Sample**

#### **3.5.1 Population**

Quantitative research must have population as the sample. According to Sekaran (2003), the population is a group of people, or event that the researcher has interest to study. 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.

#### **3.5.2 Sample**

Sekaran (2003) stated that sample is a part of population, sample is gained from the population. 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.

### **3.6 Source of Data and Data Collection Method**

#### **3.6.1 Source Data**

1. Primary Data

Sekaran (2003) said that, primary data are obtained from the firsthand that are related with the purpose of researcher's research study. In this research, the primary data will be obtained from questionnaire. The questionnaire will be distributed to non-permanent nurses in hospital, which related to respondents identity, and variable that will be studied such as; reward, work Environment, motivation and performance.

## 2. Secondary data

Secondary data are the data obtained from the information that has already existed (Sekaran, 2003). In this research, the secondary data are obtained from that are data related with previous study that used the same variable as the researcher uses such as; reward, work environment, motivation and performance.

### **3.7 Data Collection Method**

Data will be obtained by distributing questionnaire personally towards nurses in hospital. According to Sekaran (2003), questionnaire is a list of written question that will respondent answer. Commonly questionnaire can be distributed personally, sent personally by mail or electronically administered.

In this research, the questionnaire will be personally administered toward nurses in hospital. The respondent is required to

answer questioner that has been provided by using Likert Scale. According to Sekaran (2003), Likert Scale is an interval scale that specifically uses the five anchors of strongly disagree, disagree, neither disagree nor agree, agree and strongly disagree.

### 3.8 Instrumental Analysis

#### 3.8.1 Validity Test

Validity in research study aimed to identify the instrument in the study, whether the instrument can be the good one to use in the research study or not (Creswell, 2009). In this research study, the validity will be analysed through Pearson correlation with SPSS program in windows version 21. The instrument of this research study is questionnaire. Ghozali (2009) stated that, questionnaire can be said valid if the question that is addressed can reveal something that is measured by that questionnaire. Creswell (2009) divided validity into three forms, they are content validity, predictive validity and construct validity.

#### 3.8.2 Reliability Test

According to Creswell (2009), reliability in research study aimed to identify whether the study is consistent or not. A questionnaire is considered reliable if the respond from respondent are consistent or

stable over time (Ghozali, 2009). In measuring the reliability, the researcher will use cronbach alpha. The questions are considered reliable if an alpha test results show greater than 0,6.

### 3.9 Data Analysis Method

#### 3.9.1 Classical Assumption Test

The aims of classical assumption test is to determine whether the regression model has linear estimator or not. The classical assumption test consists of three kinds:

1. Normality test

According to Ghozali (2009), the aims of normality test is to identify whether there is a barriers in the variable regression. A good regression model is a normal or near to normal of the data distribution. It can be said normal if the significance level is greater than 0,05. This study will use Kolmogorov-Smirnov to test the normality.

2. Heteroscedasticity

According to Ghozali (2009), the heteroskedasity test aims to test whether the regression model occurs in the uniformity of variance from the residual of one observation to another. If the variance of the residual one observation to another observation remains, then it is called Homocedity and if it is different it is called heteroscedasticity. In this study the heteroscedasticity test



using the graph approach through the Glejser Test using a significant level of 5 percent. Ghozali (2009) explained that, the basic analysis is:

- a. If there is a certain pattern, such as the points that exist form a certain pattern that regular (wavy, widened, then narrowed) then it indicates that there has been heteroskedasity.
- b. If there is no clear pattern, and the points spread above and below 0 (zero) on the Y-axis, there is no heterokedasity.

### 3. Multicollinearity

According to Ghozali (2009), multicollinearity test aims to test whether the regression model found a correlation between independent variables (independent). A good regression model should not be correlated among independent variables. If independent variables are correlated, these variables are not orthogonal. The orthogonal variable is the independent variable that correlation value among the independent variables equals to zero. To detect the presence or absence of multicollinearity in the regression model is as follows:

- a. The value of  $R^2$  generated by an estimation of the empirical regression model is very high, but individually many independent variables do not significantly affect the dependent variable.

- b. Analyse the correlation matrix of independent variables. If there is a relatively high correlation between independent variables (generally above 0.90), then this is an indication of multicollinearity.
- c. Multicollinearity can also be seen from the value of tolerance and variance inflation factor (VIF). If there is a tolerance greater than 10% or VIF is less than 10 then there is no multicollinearity.

### 3.9.2 Multiple Regression Analysis

According to Sekaran (2003), multiple regression analysis is used to test the simultaneous influence from several variables towards one variable.

The regression equation which has two independent variables is:

$$Y_c = b_0 + b_1X_1 + b_2X_2$$

Regression that is used in this research study are;

#### 1. Regression Model I

Regression model I analysis is used to find out the influence of reward, and work environment toward motivation. In the linear regression, the equation  $Y' = a + bX$ .

$$Z = a + b^1X_1 + b_2X_2 \dots \dots \dots (1)$$

Explanation

Z = Motivation

X<sub>1</sub> = Reward

X<sub>2</sub> = Work Environment

b<sub>1</sub> = regression coefficient

b<sub>2</sub> = regression coefficient

## 2. Regression Model II

Regression analysis model II is used to find out the direct influence of reward, and work Environment toward performance.

$$Y_1 = a + b_1X_1 + b_2X_2 \dots \dots \dots (2)$$

Explanation :

Y = Performance

X<sub>1</sub> = *Reward*

X<sub>2</sub> = Work Environment

Z = Motivation

b<sub>1</sub> = regression coefficient

b<sub>2</sub> = regression coefficient

## 3. Regression Model III

Regression analysis model 43 is used to find out the direct influence of variable reward, work environment, and motivation towards performance.

$$Y = a + b_1X_1 + b_2X_2 + b_3Z \dots\dots\dots(3)$$

Explanation

Y = performance

X<sub>1</sub> = reward

X<sub>2</sub> = Work Environment

Z = Motivation

b<sub>1</sub> = regression coefficient

b<sub>2</sub> = regression coefficient

b<sub>3</sub> = regression coefficient

### 3.9.3 Hypotheses Test

After understanding the regression model, the next step is testing the hypotheses. The explanation below explain the step in hypothesis test.

#### **1. T-test**

According to Sekaran (2003), T- test is done to see if there are any significant differences in the means for two groups in the variable of interest. T-test is also used to examine the hypothesis, the followings are several steps to examine the hypothesis.

A. Hypotheses Ho and Ha

Ha: There is positive influence of performance feedback toward employee's job performance of Raja Ahmad Tabib Hospital.

Ho: There is positive influence of performance feedback toward job performance but not significance.

B. Determine the significance value ( $\alpha$ ), that is  $\alpha=55$ , or 0,05

C. Make a conclusion :

a. If  $p > \alpha = Ho$  is rejected, which means there is a positive influence of performance feedback toward job performance but not significance

b. If  $p < \alpha = Ho$ , it means there is positive significance influence of performance feedback toward job performance in Raja Ahmad Tabib Hospital.

D. Perform calculations in accordance with the statistical approach used, namely by using analysis of variance (ANOVA) on SPSS 21 program.

## **2. F-test**

The step to conduct f-test are below;

A. Define the hypothesis  $Ho$  and  $Ha$

Ho: there is a positive influence of employees' motivation toward job performance but not significance.

Ha: there is positive influence of employees' motivation toward job performance.

B. Determine significance value ( $\alpha$ ), i.e.  $\alpha=5\%$  or 0,05

C. Make a conclusion

a. if  $p > \alpha$  =  $H_0$  is accepted and  $H_a$  is rejected, it means there is positive influence of employees motivation toward job performance but it is not significant.

b. if  $p \leq \alpha$  =  $H_0$  is rejected and  $H_a$  is accepted, it means there is positive significant value of employees motivation towards job performance.

D. Perform calculations in accordance with the statistical approach used, namely by using analysis of variance (ANOVA) on SPSS 21 program.

**CHAPTER IV**  
**ANALYSIS AND DISCUSSIONS**

Chapter IV contains the results of data analysis and discussion, data analysis comes from the recapitulation of questionnaires distributed to employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau. The results of data processing will determine whether employees' performance is influenced by variable rewards and work environment with work motivation as a mediating variable. The calculation technique used in this study is multiple linear regression analysis and path analysis.

**Table 4.1**

**Questionnaire Percentage**

NO		Number of questionnaires	Percentage
1	Distributed questionnaire	108	100 %
2	The number of questionnaires that did not return	23	21,3 %
3	Number of questionnaires returned	85	78,7 %

The number of questionnaires distributed was 108, and the questionnaires returned were 85 copies. Based on table 4.1 the total questionnaires returned were 85 or 78.7% and those that did not returned were 23 or 21.3%.

## 4.1 Test Validity and Reliability

### 4.1.1 Validity 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
	WE2	0.735	0.213	Valid
	WE3	0.851	0.213	Valid
	WE4	0.625	0.213	Valid
	WE5	0.853	0.213	Valid



Variable	No. Item	Calculate Correlation	Table Correlation	Result
	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
	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

Variable	No. Item	Calculate Correlation	Table Correlation	Result
	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.

#### 4.1.2 Reliability Test

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	<i>Cronbach's Alpha</i>	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 Analysis Description

### 4.2.1 Profile Description of Respondents

The results of the descriptive analysis of the characteristics of the respondents are as follows.

#### a. Gender

Descriptive results of respondents' characteristics by sex are shown in Table 4.4 below:

**Table 4.4**  
**Gender of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Man	37	43.5	43.5	43.5
Women	48	56.5	56.5	100.0
Total	85	100.0	100.0	

Source: Primary data, processed in 2018

Based on Table 4.4, it shows that the respondents who are employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang,

Kepulauan Riau are mostly male, which are 48% and the rest are men at 37%. The majority of employees of Raja Ahmad Tabib Regional Hospital are women and occupy positions of medical personnel, especially nurses.

**b. Age**

Based on the questionnaire data that have been disseminated, the classification results of respondents based on age are as follows:

**Table 4.5**  
**Classification of Respondents by Age**

Age ( Years)	Frequency	Percent	Valid Percent	Cumulative Percent
21 - 27	24	28.2	28.2	28.2
28 - 34	27	31.8	31.8	60.0
35 - 41	26	30.6	30.6	90.6
42 - 48	7	8.2	8.2	98.8
48 - 54	1	1.2	1.2	100.0
Total	85	100.0	100.0	

Source: Primary data, processed in 2018

Based on Table 4.5, it shows that the majority of respondents ranged from 28 to 34 years, amounting to 31.8%. This shows that the majority of employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau are young. According to Desler, in Budiati (2017) respondents who are between 25 and 30 years old will make careful consideration of the chosen job, meaning that the employees of Raja Ahmad Tabib Hospital feel solid and have a commitment to work in that place, so that they are expected to work professionally and continue to improve their performance.

### **C. Duration of work**

Based on the questionnaire data that have been distributed, the classification of respondents based on the length of work is shown in Table 4.6 below:

**Table 4.6**

**Classification of Respondents Based on the duration of work**

Duration (Years)	Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5	36	42.4	42.4	42.4
6 - 10	39	45.9	45.9	88.2
11 - 20	10	11.8	11.8	100.0
Total	85	100.0	100.0	

Source: Primary data, processed in 2018

Table 4.6 shows the classification of respondents based on the length of work. It is revealed that, to the majority between 6-10 years, as many as 39 people or 45.9%. This shows that the majority of employees have been working for a long time in Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau. The employees working period is related to one's experience and skills, employees who have long worked will have more work experience than employees who have just entered work. But the employees of Regional Hospital Raja Ahmad Tabib have an educational background in the field of health, so that their duties and responsibilities are in accordance with the job description.

#### 4.2.2 Descriptive Research Variables

Vibrant descriptive research is a description of the answers or ratings of respondents on reward variables, work environment, motivation and performance. The analysis is based on the average value of each question item.

The followings are the limitations of the data assessment category:

1,00 - 1,80 = Very Low

1,81 - 2,60 = Low

2,61 - 3,40 = Sufficient

3,41 - 4,20 = High

4,21 - 5,00 = Very High

#### 1. Descriptive Reward Analysis

Reward variables are measured using 7 questions shown in Table 4.7 below.

**Table 4.7**

#### **Descriptive Analysis of Variable Reward (X<sub>1</sub>)**

Reward Indicator	Average	Result
The amount of salary I receive is the same as employees in other offices with the same profession	2.96	Sufficient
If I work well then I can earn more money (performance bonuses, annual bonuses, etc.)	2.82	Sufficient
My salary is fair according to responsibility	2.35	Low
The company rewards good work	2.32	Low

Reward Indicator	Average	Result
I am happy with the company assistance for housing (for example: KPR)	2.45	Low
Non-financial benefits are in accordance with the needs of me and my family	2.33	Low
The amount of health care paid is sufficient	3.05	Sufficient
<b>Average total</b>	<b>2.61</b>	<b>Sufficient</b>

Source: Primary data, processed in 2018

Table 4.7 shows that out of 85 respondents, the majority of employees have given sufficient ratings on reward variables with an average score of 2.61, which is in the interval between 2.61 - 3.40 which can be categorized as sufficient. The highest rating on the item number of paid health care is sufficient at an average of 3.05 (sufficient). The lowest rating on hospital items rewards good work with an average value of 2.32 (low). This shows that the employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau give sufficient or moderate ratings on the rewards given by the company.



## 2. Descriptive Analysis of Work Environment

Work environment variables are measured using the 7 question items shown in Table 4.8 below:

**Table 4.8**  
**Descriptive Analysis of Variables in the Work Environment (X<sub>2</sub>)**

Work Environment Indicators	Average	Result
Furniture at workplace is flexible enough to adjust, rearrange, or reorganize	3.94	High
Workplace layout supports the work activity, speed up task completion and encourages interaction between the employees	4.01	High
I am able to maintain the social contact with others around me	4.04	High
The quality of available equipment is appropriate for the work assigned	3.87	High
My colleagues accept me and value my opinion as part of a team work	4.04	High
Colleagues at my workplace always share information	3.76	High
My supervisor is fair in work allocation	2.62	Sufficient
<b>Average total</b>	<b>3.75</b>	<b>High</b>

Source: Primary data, processed in 2018

Based on Table 4.8 above, it is known that the majority of employees have given good or conducive ratings of work environment variables with an average score of 3.75, which is in the interval between 3.41-4.20 which can be categorized as good. The highest rating on items can maintain social contact with other people around with an average of 4.04, while the lowest rating on

supervisor items is fair in the allocation of jobs with an average of 2.62. This shows that the employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau have a good and conducive working environment.

### 3. Descriptive Analysis of Work Motivation

Work motivation variables are measured using 15 questions shown in Table 4.9 below:

**Table 4.9**  
**Descriptive Analysis Variables Work motivation (Z)**

Work motivation indicators	Average	Result
I am satisfied with the salary I received from my work	3.09	Sufficient
The quality of sleep I get to feel fully refreshed	3.67	High
The quality of the food I eat every day	3.72	High
How secure I am in my house	3.94	High
How safe I am from being physically attacked	4.53	Very High
The money I reserved for me to have a secure retirement	1.89	Low
How much I am cared for by my spouse/partner	3.89	High
How much I am welcomed in my community	4.06	High
The quality of the relationships I have with my friends	4.11	High
How much respect I have for myself	3.91	High
The recognition I receive from various people	3.91	High

Work motivation indicators	Average	Result
How positive I feel about myself as a person	3.98	High
I am totally comfortable with all facets of my personality	3.96	High
I am now being the person I always wanted to be	3.87	High
I completely accept all aspects of myself	3.87	High
<b>Average total</b>	<b>3.76</b>	<b>High</b>

Source: Primary data, processed in 2018

Based on Table 4.9 above, it is known that the majority of employees have given high ratings of work motivation variables with an average score of 3.76, which is in the interval between 3.41 - 4.20 which can be categorized as high. The highest rating on items feels safe from physical blows when doing work with an average of 4.53, while the lowest rating on statement “*The money I reserved for me to have a secure retirement*” with an average of 1.89. This shows that the employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau have high work motivation, because of the encouragement in employees to fulfill physiological needs, safety, love and belongingness, esteem, and self-actualization.

#### 4. Employee Performance Variable Analysis

Performance variables are measured by using the 5 questions shown in

Table 4.10 below:

**Table 4.10**

**Descriptive Analysis of Employees' Performance (Y)**

Employees' Performance Indicators	Average	Result
I have the ability and skills according to the field of work	3.94	High
I can fulfill job responsibilities	4.08	High
I am very careful in doing work	4.04	High
I can do all the tasks expected	4.07	High
I have been involved in activities that influence my evaluation regarding work	4.14	High
I am responsive and adaptive to the new assignments given	4.06	High
<b>Average total</b>	<b>4.05</b>	<b>High</b>

Source: Primary data, processed in 2018

Based on Table 4.10 above, it can be seen that out of 85 respondents, the majority of employees have high performance with an average score of 4.05 in the interval between 3.41 - 4.20 which can be categorized as high. The highest rating on items involved in work affecting work-related evaluations is an average of 4.14. The lowest rating on items has the ability and skills according to the field of work, which is an average of 3.94. This shows that the employees

of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau have high performance.

### 4.3. Statistical analysis

Statistical analysis in this study used 3 stages of regression analysis. Stage I regression analysis is a regression analysis of the effect of reward and work environment on work motivation, and stage II regression analysis is the effect of reward and work environment on performance. While the regression model III is to find out the effect of reward, work environment and work motivation on employee performance. The results of multiple linear regression analysis can be shown in table 4.11:

**Table 4.11**

**Results of Multiple Linear Regression**

Model	Independent Variables	Koef. Beta (Standardized)	t statistic	sig	Adj. R Square	F	Sig.F
1	(Constant)	0.946					
Dept. Var: Motivation (Z)	X1	0.318	4.040	0.000	0.526	47.559	0.000
	X2	0.572	7.259	0.000			
2	(Constant)	1.792					
Dept. Var:	X1	-0.087	-0.974	0.333	0.396	28.521	0.000

Model	Independent Variables	Koef. Beta (Standardized)	t statistic	sig	Adj. R Square	F	Sig.F
Performance (Y)	X2	0.661	7.437	0.000			
3	(Constant)	1.344					
Dept. Var:	X1	-0.251	-2.876	0.005	0.516	30.850	0.000
Performace (Y)	X2	0.366	3.593	0.001			
	Z	0.515	4.621	0.000			

Source: Primary data processed, 2018

Based on the results of the regression analysis the first model can be written a regression equation with a standardized coefficient model, namely:

$$Z = 0,946 + 0,318X1 + 0,572X2 \dots\dots\dots(1)$$

$$Y = 1,792 - 0,087X1 + 0,661X2 \dots\dots\dots(2)$$

$$Y = 1,344 - 0,251 X1 + 0,366X2 + 0,515Z \dots\dots\dots(3)$$

#### 4.3.1. Effect of Reward and Work Environment on work motivation

##### a. Multiple Determination Coefficient

The results of the coefficient of determination in the model 1 regression model (adjusted R2) of 0.526, it can be interpreted that 52.6 percent of work motivation can be explained by reward variables and work environment. While the

remaining 47.4 percent is influenced by other variables are not included in the research model.

**b. T-test**

The test results on reward variables obtained beta coefficient (Standardized) 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. Thus the first hypothesis of the research which states "**there is a positive significance of the relationship between reward toward motivation**" is supported.

The test results on work environment variables obtained beta coefficient (Standardized) 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. Thus the second hypothesis of this study which states "**there is a positive significant relation between work**

**environment to motivation"** is supported.

**c. F-test**

From table 4.10 in model 1 above, the F count is 47,559 and probability (Sig-F) is 0,000 <0,05. This shows that the probability is less than the significance level of 5% ( $p < 0.05$ ), then  $H_a$  is accepted and rejects  $H_o$ . This shows that reward variables and work environment simultaneously have a significant effect on work motivation on employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau.

4.3.2. Effect of rewards, and work environment on employee performance

**a. Multiple Determination Coefficient**

The results of the coefficient of determination in model 2 regression model (adjusted  $R^2$ ) is 0.396, it can be interpreted that 39.6 percent of employee performance can be explained by reward variables, and work environment. While the remaining 60.4 percent is influenced by other variables that are not included in the research model.

**b. T-test**

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  $H_o$  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. Thus the fourth hypothesis in the study which states "**there is a positive significance of the relation between reward toward work performance**" is not supported.

The test results on work environment variables obtained beta coefficient (Standardized) of 0.661 and probability (sig-t) of 0,000 <0.05. This result means that  $H_0$  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. Thus the fifth hypothesis in the study which states "**there is a positive significance relation between work environment to work performance**" is supported.

**c. F-test**

From table 4.10 in model 2 above, F count is 28.521 and probability (Sig-F) is 0.000 <0.05. This shows that the probability is less than the significance level of 5% ( $p < 0.05$ ), then  $H_a$  is accepted and rejects  $H_0$ . This shows that reward variables, and work environment simultaneously have a significant effect on the performance of employees of Raja Ahmad Tabib Regional Hospital,

Tanjungpinang, Kepulauan Riau.

#### 4.3.3. Effect of reward, work environment and work motivation on employee performance

##### **a. Multiple Determination Coefficient**

The results of the coefficient of determination in the model 3 regression model (adjusted R<sup>2</sup>) is 0.516, it can be interpreted that 51.6 percent of employee performance can be explained by reward variables, work environment, and work motivation. While the remaining 48.4 percent is influenced by other variables are not included in the research model.

##### **b. T-test**

The test results on reward variables obtained beta coefficients (Standardized) of -0.251 and probability (sig-t) of 0.005 < 0.05. This result means that H<sub>0</sub> is rejected, which means that there is a significant effect of reward on the performance of employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau. The beta coefficient value which is negative (-0.251) shows that the higher the employee's reward, the lower employees' performance and conversely, the lower the reward, the higher employees' performance will be.

The test results on work environment variables obtained beta coefficient

(Standardized) of 0.366 and probability (sig-t) of 0.001 <0.05. This result means that  $H_0$  is rejected, which means 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, that is 0.366, indicates that the better the conditions of the work environment, the higher the employees' performance, and conversely, the worse the working environment conditions, the lower employees' performance will be.

The test results on work motivation variables obtained beta coefficient (Standardized) of 0.515 and probability (sig-t) of 0.000 <0.05. This result means that  $H_0$  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. Thus the third hypothesis in research that states **"there is a positive significance of relation between motivation toward work performance" is supported.**

**c. F Test**

From table 4.10 in model 3 above, the F count is 30.850 and probability (Sig-F) is 0.000 <0.05. This shows that the probability is less than the significance level of 5% ( $p < 0.05$ ), then  $H_a$  is accepted and rejects  $H_0$ . This shows that reward

variables, work environment, and commitment simultaneously have significant effects on the performance of employees of Raja Ahmad Tabib Regional Hospital, Tanjungpinang, Kepulauan Riau.

#### 4.3.4 Path Analysis

Path analysis is to determine the effect of reward variables and work environment on employee performance through work motivation, that can be done by multiplying the beta coefficient results as described as follows;

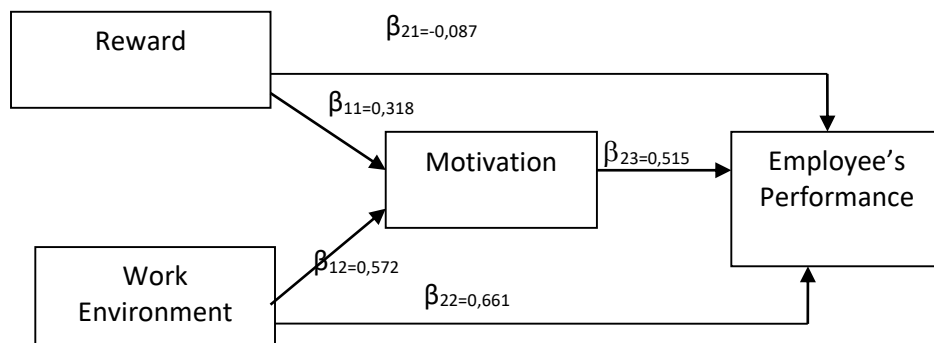


Figure 4.1 Results of the Path Chart

Based on the illustration as in the picture above, the magnitude of the indirect effect and the direct effect of the independent variable on the dependent variable are:

- a. The influence of reward variables on performance through work

motivation is as follows;

Indirect influence X1 to Z through Y =  $\beta_{11} \times \beta_{23}$

The effect of Reward variable (X1) on Performance (Z) through work motivation (Y) is  $0.318 \times 0.515 = 0.164$

Thus the sixth hypothesis which states that "**there are positive significance relations between rewards toward work performance through motivation**", is proven

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.

b. The influence of work environment variables on performance through work motivation is as follows;

Indirect influence X2 to Z through Y =  $\beta_{12} \times \beta_{23}$

The effect of work environment variable (X2) on performance (Z) through work motivation (Y) is equal to  $0.572 \times 0.515 = 0.295$ .

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. The results of this study support the seventh hypothesis in this study which states **"there are positive significant relations between work environment toward performance through motivation"**.

#### 4.3.5 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 <sup>a,b</sup>	Mean	0E-7
	Std. Deviation	.98198051
	Absolute	.076
Most Extreme Differences	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.

**b. 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.

**c. Heteroscedasticity Test**

The problem of heteroscedasticity in this study was detected by the Glejtser Test, provided that the probability value was more than  $\alpha$  (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**

**Coefficients<sup>a</sup>**

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.

## **4.4 Discussion of Research Results**

### **4.4.1. The effect of reward on work motivation**

Based on the results of multiple linear regression analysis model I, it shows that the reward variable has a significant effect on work motivation. This means that the higher the reward the employees get, the higher the work motivation is. According to Febrianti et al (2014), giving rewards have been in accordance with expectations so as to increase employees' motivation. Snelgar et al (2017) stated that, financial rewards may lead to negative effects on employees when goals are achieved, such as lack of confidence or being demotivated. Smith et al (2015) said that, health insurance and pension benefits have a good overall motivational effect (60%) on employees. According to Agwu (2013), when employees are rewarded for the value they create, they will be motivated to be more creative, innovative and entrepreneurial in charging their duties.

Employees have the urge to work if the amount of reward received is in line with their expectations. Conversely, if the reward received by employees is not able to meet their needs, then their work motivation will decrease, even employees will have saturation in work.

The results of this study are in accordance with the results of the Negussie's (2012) that showed, there is a direct and positive relationship between rewards and nurses' work motivation. An employee will have a high

work motivation, if he perceives that the reward received either financially directly or indirectly for the work value is higher than the sacrifice in the form of energy and costs incurred to do the job.

#### **4.4.2. Effect of Work Environment on Work Motivation**

Based on the results of regression analysis model 1, it was found that the work environment has a significant effect on employees' work motivation at Raja Ahmad Tabib Hospital, Tanjungpinang, Kepulauan Riau. This means that the better the work environment the higher the work motivation of employees. The existence of a good work environment will enable employees to carry out the responsibilities, effectively and efficiently. According to Al-Omari (2017), employers should take care of employees by improving work environments.

A good work environment or work environment that can support employee's work motivation is very good for the company in an effort to achieve the company's work effectiveness. A good working condition or atmosphere can be created by the existence of a good and correct work environment. If the company or organization pays attention to the work environment in the company or organization it can increase employees' motivation.

#### **4.4.3. Effect of work motivation on employees' performance**

Based on the results of the regression analysis model III, it was found that work motivation has a significant effect on the performance of employees

of Raja Ahmad Tabib Hospital, Tanjungpinang, Kepulauan Riau. This means that the better employee's work motivation the higher the employee's performance.

Motivation means a condition that encourages someone does an action/activity, which takes place consciously. If employees are low motivated, do not expect good work performance, so that employee's performance will decrease. Motivating employees is one of the important tasks of company leaders, so that employees can work in accordance with the desired goals. Employees who have high motivation means that employees will strive to meet the needs of employees consisting of physiological needs, safety, love and belongingness, esteem, and self-actualization.

Organizational support can be a situation that supports a variety of organizational systems created, equipment availability, and others. The level of effort is carried out by someone in doing a job, and this level of business is related to the concept of motivation that is used to be able to encourage in improving employee's performance.

According to Febrianti et al (2014), to form a good performance is required the ability and motivation of employees. If a company already has employees or human resources with a skill, automatically employees' performance will give impact on the company. Afti et al (2015) stated that, motivation has significant impact on performance of employees and the

impact is 0.326 (positive direct). Güngör (2011) said that, extrinsic and intrinsic motivation have an impact on performance.

#### **4.4.4. Effect of Reward on Employee Performance**

Based on the results of regression analysis model III, it was found that rewards have a significant effect on employee's performance, but the effect is negative. This is because employees of Raja Ahmad Tabib Hospital, Tanjungpinang, Kepulauan Riau still give low ratings on the rewards, the lowest rating is stated on the indicator "*the hospital gives an award for good work*". Low rewards indicate that financially directly or indirectly received by employees is not as expected, especially in the award given by the hospital for the work of employees. Awards can be in the form of bonuses, promotion, or respect (verbal remarks). Employees who work in hospitals have a heavy workload because they relate to services to patients and usually have to work in shifts, and medical and non-medical officers who work on the night shift have a heavier workload, because the rhythm of the body must be rested used to work instead. The burden of work or assignments that are too heavy will cause fatigue both physically and mentally, this will make the performance of employees decrease if the employees do not get a reward that is comparable or as expected.

The results of this study are consistent with the research of Astuti et al (2018) showed that, the reward variable has a negative and significant effect on employees' performance, the results of this study indicate that the reward is still

relatively low but still able to contribute or have a significant influence on the high performance of employees. Wycliffe and Migosi (2017) stated that, based on the results of t-test it can be concluded that the value of t-count smaller than t-table ( $-.377 < .708$ ) and significant values smaller than 0.05 ( $0,000 < 0.05$ ), it can be concluded that H4 is rejected and H0 is accepted, so the hypothesis in this study rejects that the reward has a positive and significant effect on the performance of employees at Nzoia Sugar Company Limited in Bungoma County, Kenya. Hilman and Basri (2015) found that, reward system is a critical factor in effective strategy execution and the results indicated that the reward system negatively effect toward performance.

#### **4.4.5. Effect of Work Environment on Employee Performance**

Based on the results of model III, it was regression analysis found that the work environment has a significant effect on the performance of employees of Raja Ahmad Tabib Hospital, Tanjungpinang, Kepulauan Riau. This means that the better the work environment, the higher the employee's performance. The work environment is an important factor for the company in an effort to improve the performance of its employees. High performance will produce good quantity and quality of work for employees, so that the company's goal to obtain profits will be achieved. The use of resources as efficiently as possible will increase employees' performance, given that employees' performance is a determinant of the success of an employee in completing his work. In order to

realise good employee's performance in accordance with company expectations, the company needs to pay attention to factors that can affect employee's performance, namely the work environment. A satisfying work environment for employees can improve performance. Conversely an inadequate work environment can reduce performance.

According to Jayaweera (2015), the environmental conditions are significantly affected by job performance. Rahmawanti et al (2014) stated that, physical work environment (X1) and non-physical work environment (X2) in Malang Pratama North Tax Office have a significant influence on employee performance (Y). Rahardjo (2014) said that, work environment influence is significant to motivation and impact on performance. According to Prabha (2016), the work environment has emerged as a significant factor with employees' performance.

#### **4.4.6. The Effect of Reward on Employee Performance Through Work Motivation**

Based on the results of linear regression analysis, it shows that the reward variable has a significant effect on employee's performance through work motivation, and it is proven that indirect effects outweigh the direct effect of reward on performance. This means that the higher the reward the company gives to employees, the higher the work motivation of employees so that this will improve employee's performance. This is because what affects how and why people work in an organization not in another organizations is the factor

of reward. It is recommended that employers must be competitive with several types of rewards for hiring, maintaining, and rewarding the performance of each individual in the organization. With the provision of rewards that are in accordance with the expectations of employees, it is expected to encourage the achievement of work motivation of employees and in the end will be achieved to improve employee performance.

According to Hifni et al (2017), reward, punishment and motivation have impact on employees' performance at Krebet Sugar Factory PT PG Rajawali I Malang. Sari (2014) stated that, giving rewards based on performance can have a positive impact on employee's behavior, generate job satisfaction for employees and motivate to have a positive impact on the organization. Agwu (2013) said 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. According to Negussie (2012), 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.

#### **4.4.7. Effect of Work Environment on Employee Performance Through Work Motivation**

Based on the results of line linear regression analysis shows that, the work environment variable has a significant effect on employees' performance



through work motivation. The better conditions in the work environment, the higher the employees' motivation will be, and It will improve performance. However, based on the path analysis, the direct influence of the environment on performance is greater than the indirect effect of the environment on performance through motivation. This is because a conducive work environment makes employees feel at home so that it gives impact on performance, without the need for encouragement to realise physiological, safety, love and belongingness, esteem, and self-actualization needs. If the work environment is conducive to indirect security, the availability of work facilities/equipment is also guaranteed.

According to Rahardjo (2014), work environment (X3) has significant effect directly on performance (Y2) and has the significant effect indirectly through motivation (Y1). Jayaweera (2015) stated that, motivation holds a mediating effect between 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. According to Al-Omari (2017), employers should take initiatives to motivate employees by improving work environments. If employees are motivated, their job performance will increase and they will achieve the desired outcomes and goals of the job.

**Table 4.15**

**Hypotheses conclusion**

NO	Hypotheses	Results
H1	There is a positive significance relation between reward toward motivation	Supported
H2	There is a positive significance relation between work environment toward motivation	Supported
H3	There is a positive significance relation between motivation toward work performance	Supported
H4	There is a positive significance relation between reward toward work performance	Not Supported
H5	There is a positive significance relation between work environment toward work performance	Supported
H6	There are positive significance relations between rewards toward work performance H7through motivation	Supported
H7	There are positive significance relations between work environment toward performance through motivation.	Supported

## **CHAPTER V**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Conclusions**

Based on the results of the research as described in the previous chapter, some conclusions can be drawn, they are:

1. There is a positive effect of reward on work motivation of Raja Ahmad Tabib Regional Hospital 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**

Based on the conclusions above, further recommendations can be proposed which are expected to be beneficial for related parties:

1. The management of Raja Ahmad Tabib Hospital, Tanjungpinang, Kepulauan Riau should increase the rewards, especially on employees who do a good work. The reward 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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## Appendix 1

### KUESIONER PENELITIAN



Pengaruh *Reward* dan Lingkungan Kerja terhadap Kinerja Karyawan melalui Motivasi di RSUD Raja Ahmad Tabib, Tanjungpinang, Kepulauan Riau.

Responden yang terhormat,

Guna penyusunan skripsi dalam rangka memenuhi syarat untuk dapat menyelesaikan program Strata satu pada Fakultas Ekonomi Departemen Manajemen Universitas Islam Indonesia Yogyakarta diperlukan data-data dan informasi yang mendukung kelancaran penelitian ini. Demi tercapainya tujuan penelitian ini, maka penyusun mohon kesediaan dari Bapak/Ibu/Saudara/Saudari untuk membantu mengisi kuesioner atau daftar pertanyaan yang telah disediakan.

Atas kesediaan Bapak/Ibu/Saudara/Saudari, penyusun mengucapkan banyak terima kasih karena telah meluangkan waktunya untuk mengisi kuesioner penelitian ini.

Hormat Saya,

Satrio Bimo Syahputro

NIM: 14311013

## PETUNJUK PENGISIAN

1. Mohon memberikan tanda (√) pada jawaban yang anda anggap paling benar.
2. Setiap pertanyaan hanya membutuhkan satu jawaban saja.
3. Mohon memberikan jawaban yang sebenar-benarnya.
4. Ada lima alternatif jawaban yaitu:
  - Sangat Setuju = (SS)
  - Setuju = (S)
  - Kurang Setuju = (KS)
  - Tidak Setuju = (TS)
  - Sangat Tidak Setuju = (STS)

### A. IDENTITAS RESPONDEN

1. Jenis Kelamin:      a. Laki-Laki    b. Perempuan
  
2. Usia:                      a. 21-27 tahun  
                                    b. 28-34 tahun  
                                    c. 35-41 tahun  
                                    d. 42-48 tahun  
                                    e. 48-54 tahun
  
3. Lama Bekerja:            a. 0-5 tahun  
                                    b. 6-10 tahun  
                                    c. 11-20 tahun  
                                    d. 21-30 tahun

## B. KUESIONER

### *Reward*

	SS	S	KS	TS	STS
Jumlah gaji yang saya terima sama dengan pegawai di rumah sakit lain dengan profesi yang sama					
Jika saya bekerja dengan baik maka saya dapat memperoleh uang lebih (bonus performa, bonus tahunan, dll)					
Gaji saya sudah adil sesuai tanggung jawab					
Rumah sakit memberikan penghargaan terhadap kerja yang baik					
Saya senang dengan bantuan perusahaan untuk perumahan (contoh: KPR)					
Tunjangan non-financial telah sesuai dengan kebutuhan saya dan keluarga saya					
Jumlah perawatan kesehatan yang dibayar sudah mencukupi					

### Lingkungan Kerja

	SS	S	KS	TS	STS
Furnitur di tempat kerja cukup fleksibel untuk disesuaikan, diaatur atau mengatur ulang					
Tata letak tempat kerja mendukung aktivitas kerja, mempercepat penyelesaian tugas dan mendorong interaksi antara karyawan					
Saya dapat mempertahankan kontak sosial dengan orang lain di sekitar saya					
Kualitas peralatan yang tersedia sesuai untuk pekerjaan yang ditugaskan					
Rekan kerja saya menerima saya dan menghargai pendapat saya sebagai bagian dari kerja tim					
Rekan kerja di tempat kerja saya selalu berbagi informasi					
Supervisor saya adil dalam alokasi pekerjaan					

### Motivasi

	SS	S	KS	TS	STS
saya puas dengan gaji yang saya terima dari pekerjaan saya					
saya mendapatkan kualitas tidur yang baik sebelum melakukan pekerjaan saya					
saya mendapatkan kualitas makanan yang bagus setiap harinya					

saya memiliki rumah yang sangat aman dan nyaman					
saya merasa aman dari pukulan fisik ketika melakukan pekerjaan					
uang yang saya dapatkan bisa mencukupi kebutuhan saya ketika pensiun					
saya peduli dengan rekan kerja saya					
saya dapat diterima di lingkungan pekerjaan oleh rekan kerja saya					
saya puas bekerja karena saya dan rekan kerja saya akur					
saya merasa menghargai diri saya sendiri					
saya mendapatkan pengakuan dari berbagai orang					
saya merasa sangat positif tentang diri saya sendiri					
Saya benar-benar nyaman dengan semua sisi kepribadian saya					
Saya sekarang menjadi orang yang selalu saya inginkan					
Saya sepenuhnya menerima semua aspek diri saya					

### Kinerja Karyawan

	SS	S	KS	TS	STS
saya mempunyai kemampuan dan keterampilan sesuai bidang pekerjaan					
saya bisa memenuhi tanggung jawab pekerjaan					
saya teliti dalam bekerja					
saya bisa melakukan semua tugas yang diharapkan					
saya telah terlibat dalam kegiatan yang mempengaruhi evaluasi saya terkait pekerjaan					
saya tanggap dan adaptif terhadap tugas baru yang diberikan					

TERIMA KASIH DAN SELAMAT BEKERJA

## Appendix 2

### Research data

R1	R2	R3	R4	R5	R6	R7
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### Appendix 3

#### Validity and Reliability Test

#### Correlations

##### Correlations

	R1	R2	R3	R4	R5	R6	R7	Total
R1 Pearson Correlation	1	.838**	.580**	.534**	.664**	.581**	.439**	.821**
R1 Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
R1 N	85	85	85	85	85	85	85	85
R2 Pearson Correlation	.838**	1	.501**	.540**	.718**	.533**	.374**	.799**
R2 Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
R2 N	85	85	85	85	85	85	85	85
R3 Pearson Correlation	.580**	.501**	1	.929**	.526**	.960**	.613**	.880**
R3 Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
R3 N	85	85	85	85	85	85	85	85
R4 Pearson Correlation	.534**	.540**	.929**	1	.573**	.915**	.580**	.874**
R4 Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
R4 N	85	85	85	85	85	85	85	85
R5 Pearson Correlation	.664**	.718**	.526**	.573**	1	.500**	.408**	.767**
R5 Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
R5 N	85	85	85	85	85	85	85	85
R6 Pearson Correlation	.581**	.533**	.960**	.915**	.500**	1	.641**	.885**
R6 Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
R6 N	85	85	85	85	85	85	85	85
R7 Pearson Correlation	.439**	.374**	.613**	.580**	.408**	.641**	1	.707**
R7 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
R7 N	85	85	85	85	85	85	85	85
Total Pearson Correlation	.821**	.799**	.880**	.874**	.767**	.885**	.707**	1

Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
N	85	85	85	85	85	85	85	85	85

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	85	100.0
	Excluded <sup>a</sup>	0	.0
	Total	85	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.915	7

## Correlations

#### Correlations

		LK1	LK2	LK3	LK4	LK5	LK6	LK7	Total
LK1	Pearson Correlation	1	.751**	.480**	.393**	.339**	.307**	.100	.532**
	Sig. (2-tailed)		.000	.000	.000	.002	.004	.364	.000

	N	85	85	85	85	85	85	85	85
	Pearson Correlation	.751**	1	.756**	.343**	.553**	.505**	.337**	.735**
LK2	Sig. (2-tailed)	.000		.000	.001	.000	.000	.002	.000
	N	85	85	85	85	85	85	85	85
	Pearson Correlation	.480**	.756**	1	.550**	.780**	.651**	.432**	.851**
LK3	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	85	85	85	85	85	85	85	85
	Pearson Correlation	.393**	.343**	.550**	1	.640**	.451**	.134	.625**
LK4	Sig. (2-tailed)	.000	.001	.000		.000	.000	.221	.000
	N	85	85	85	85	85	85	85	85
	Pearson Correlation	.339**	.553**	.780**	.640**	1	.740**	.446**	.853**
LK5	Sig. (2-tailed)	.002	.000	.000	.000		.000	.000	.000
	N	85	85	85	85	85	85	85	85
	Pearson Correlation	.307**	.505**	.651**	.451**	.740**	1	.538**	.829**
LK6	Sig. (2-tailed)	.004	.000	.000	.000	.000		.000	.000
	N	85	85	85	85	85	85	85	85
	Pearson Correlation	.100	.337**	.432**	.134	.446**	.538**	1	.711**
LK7	Sig. (2-tailed)	.364	.002	.000	.221	.000	.000		.000
	N	85	85	85	85	85	85	85	85
	Pearson Correlation	.532**	.735**	.851**	.625**	.853**	.829**	.711**	1
Total	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	85	85	85	85	85	85	85	85

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	85	100.0
	Excluded <sup>a</sup>	0	.0
	Total	85	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.811	7

## Correlations

		Total
M1	Pearson Correlation	.550**
	Sig. (2-tailed)	.000
	N	85
M2	Pearson Correlation	.753**
	Sig. (2-tailed)	.000
	N	85
M3	Pearson Correlation	.756**
	Sig. (2-tailed)	.000

	N	85
	Pearson Correlation	.642**
M4	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	.449**
M5	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	.472**
M6	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	.812**
M7	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	.705**
M8	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	.555**
M9	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	.870**
M10	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	.866**
M11	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	.770**
M12	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	.776**
M13	Sig. (2-tailed)	.000

	N	85
	Pearson Correlation	.854**
M14	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	.883**
M15	Sig. (2-tailed)	.000
	N	85
	Pearson Correlation	1
Total	Sig. (2-tailed)	
	N	85

## Reliability

**Scale: ALL VARIABLES**

### Case Processing Summary

		N	%
Cases	Valid	85	100.0
	Excluded <sup>a</sup>	0	.0
	Total	85	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.922	15

## Correlations

Correlations

	KK1	KK2	KK3	KK4	KK5	KK6	Total
Pearson Correlation	1	.348**	.318**	.325**	.335**	.344**	.592**
KK1 Sig. (2-tailed)		.001	.003	.002	.002	.001	.000
N	85	85	85	85	85	85	85
Pearson Correlation	.348**	1	.645**	.784**	.650**	.674**	.852**
KK2 Sig. (2-tailed)	.001		.000	.000	.000	.000	.000
N	85	85	85	85	85	85	85
Pearson Correlation	.318**	.645**	1	.569**	.603**	.559**	.782**
KK3 Sig. (2-tailed)	.003	.000		.000	.000	.000	.000
N	85	85	85	85	85	85	85
Pearson Correlation	.325**	.784**	.569**	1	.695**	.751**	.853**
KK4 Sig. (2-tailed)	.002	.000	.000		.000	.000	.000
N	85	85	85	85	85	85	85
Pearson Correlation	.335**	.650**	.603**	.695**	1	.718**	.835**
KK5 Sig. (2-tailed)	.002	.000	.000	.000		.000	.000
N	85	85	85	85	85	85	85
Pearson Correlation	.344**	.674**	.559**	.751**	.718**	1	.840**
KK6 Sig. (2-tailed)	.001	.000	.000	.000	.000		.000
N	85	85	85	85	85	85	85
Pearson Correlation	.592**	.852**	.782**	.853**	.835**	.840**	1
Total Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
N	85	85	85	85	85	85	85

\*\* . Correlation is significant at the 0.01 level (2-tailed).



## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	85	100.0
	Excluded <sup>a</sup>	0	.0
	Total	85	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.795	7

## Appendix 4

### Regression

#### Regression

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	motivation, Reward, Work Environment <sup>b</sup>		Enter

a. Dependent Variable: Employees' Performance

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 <sup>a</sup>	.533	.516	.35441

a. Predictors: (Constant), Motivation, Reward, Work Environment

b. Dependent Variable: Employees' Performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.625	3	3.875	30.850	.000 <sup>b</sup>
	Residual	10.174	81	.126		
	Total	21.799	84			

a. Dependent Variable: Employees' Performance

b. Predictors: (Constant), Motivation, Reward, Work Environment

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	1.344	.298		4.516	.000		
	Reward	-.154	.054	-.251	-2.876	.005	.759	1.317
	Work Environment	.354	.099	.366	3.593	.001	.554	1.805
	Motivation	.474	.103	.515	4.621	.000	.463	2.160

a. Dependent Variable: Employees' Performance

## Appendix 5

### Classical Assumption

#### Normality Test of Kolmogorov Test

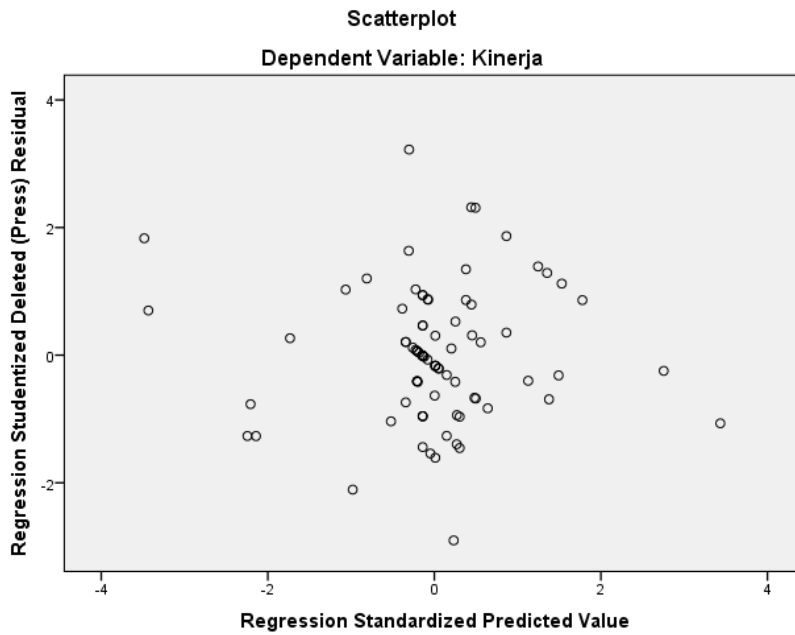
##### One-Sample Kolmogorov-Smirnov Test

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

a. Test distribution is Normal.

b. Calculated from data.

## Heteroskedastisitas Test



## Multicollinearity Tes


**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	1.344	.298		4.516	.000		
	Reward	-.154	.054	-.251	-2.876	.005	.759	1.317
	Work Environmentt	.354	.099	.366	3.593	.001	.554	1.805
	Motivation	.474	.103	.515	4.621	.000	.463	2.160

a. Dependent Variable: Employees' Performance

## Appendix 6

### Permission Letter

 **PEMERINTAH PROVINSI KEPULAUAN RIAU**  
**DINAS PENANAMAN MODAL DAN**  
**PELAYANAN TERPADU SATU PINTU**  
Pusat Pemerintah Provinsi Kepulauan Riau  
Istana Kota Piring Gedung Sultan Mahmud Riayat Syah  
Gedung B1 Lantai I Pulau Dompok Tanjungpinang Kepulauan Riau  
TANJUNGPINANG Kode Pos 29124

Tanjungpinang 7 November 2018

Nomor : 070/TT1 /DPMPTSP-06/2018  
Lampiran : 1 (satu) berkas  
Perihal : Penyampaian Rekomendasi Penelitian.


Kepada Yth.  
Ka. RSUD Raja Ahmad Tabib Prov.  
Kepri

di - Tempat

Terlampir bersama ini disampaikan Rekomendasi Penelitian Nomor : 1025/2n.1/DPMPTSP/XI/2018 tanggal 6 November 2018 atas nama **Satrio Bimo Syahputro** dengan judul "*The Effect of Reward and Work Environment on Employees Performance through Motivation as an Intervening Variable at Raja Ahmad Tabib Regional Public Hospital In Tanjungpinang, Kepulauan Riau Province*".

Demikian untuk dimaklumi dan terimakasih.

a.n. GUBERNUR KEPULAUAN RIAU  
KEPALA DINAS PENANAMAN MODAL DAN  
PELAYANAN TERPADU SATU PINTU  
PROVINSI KEPULAUAN RIAU

  
**H. AZMAN TAUFIK**  
Pembina Utama Madya  
NIP. 19590727 198603 1 031

Tembusan, Yth :  
- Gubernur Kepulauan Riau (sebagai laporan)  
- Kepala Badan Kesatuan Bangsa dan Politik Provinsi Kepulauan Riau



**DINAS PENANAMAN MODAL DAN  
PELAYANAN TERPADU SATU PINTU**  
 Pusat Pemerintah Provinsi Kepulauan Riau  
 Istana Kota Piring Gedung Sultan Mahmud Riayat Syah  
 Gedung B1 Lantai I Pulau Dompok Tanjungpinang Kepulauan Riau  
 TANJUNGPINANG Kode Pos 29124

**REKOMENDASI**

Nomor : 1025/zn.1/DPMPTSP/XI/2018

Dasar	:	1. Peraturan Menteri Dalam Negeri Nomor 3 Tahun 2018 tentang Penerbitan Surat Keterangan Penelitian; 2. Peraturan Daerah Provinsi Kepulauan Riau Nomor 7 Tahun 2016 Tentang Pembentukan dan Susunan Perangkat Daerah Provinsi Kepulauan Riau (Lembaran Daerah Provinsi Kepulauan Riau Tahun 2016 Nomor 7, Tambahan Lembaran Daerah Provinsi Kepulauan Riau Nomor 41).
Menimbang	:	Surat Universitas Islam Indonesia, Nomor 1245/WADEK/10/IP/XI/2018 Tanggal 2 November 2018
KEPALA DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU PINTU PROVINSI KEPULAUAN RIAU, memberikan rekomendasi kepada:		
a. Nama/Obyek	:	Satrio Bimo Syahputro
b. NIM/Perguruan Tinggi/Jurusan/Jenjang	:	-
c. Untuk	:	Melakukan Rekomendasi Penelitian, dengan berjudul " <i>The Effect of Reward and Work Environment on Employees Performance through Motivation as an Intervening Variable at Raja Ahmad Tabib Regional Public Hospital In Tanjungpinang, Kepulauan Riau Province</i> ".
	1)	Lokasi Penelitian : - Kota Tanjungpinang
	2)	Waktu/Lama Penelitian : selama 1 (satu) tahun terhitung mulai tanggal rekomendasi ini dibuat;
	3)	Sebelum melakukan penelitian, agar melapor kepada Pemerintah setempat;
	4)	Melaporkan hasil penelitian yang telah dilakukan sebagai masukan bagi Pemerintah setempat.

Demikian Rekomendasi ini dibuat untuk seperlunya.

DIBUAT DI : TANJUNGPINANG  
 PADA TANGGAL : 6 November 2018  
 a.n. GUBERNUR KEPULAUAN RIAU  
 KEPALA DINAS PENANAMAN MODAL DAN  
 PELAYANAN TERPADU SATU PINTU  
 PROVINSI KEPULAUAN RIAU

  
**H. AZMAN IAUFIK**  
 Pembina Utama Madya  
 NIP. 19590727 198603 1 031



**PEMERINTAH PROVINSI KEPULAUAN RIAU**  
**RSUD RAJA AHMAD TABIB**

Jalan WR. Supratman No. 100 KM. 8 Tanjungpinang  
Telp/ Fax. 0771- 733 5203 E-mail: [rsudkepritanjungpinang@yahoo.co.id](mailto:rsudkepritanjungpinang@yahoo.co.id)  
Website: [www.rsudprovkepri.go.id](http://www.rsudprovkepri.go.id) Kode Pos. 29124  
Customer Care : 081275812812



Tanjungpinang, 15 November 2018

Nomor : 445.1A/16 /2.2/RSUD  
Sifat : Biasa  
Lampiran : -  
Hal : Izin Penelitian

KEPADA  
Yth. Kepala Dinas Penanaman Modal  
Dan Pelayanan Terpadu Satu Pintu  
Provinsi Kepulauan Riau  
di-  
Tempat

Membalas surat dari Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi KEPRI tanggal 07 November 2018, No. 070/771/DPMPSTP-06/2018 perihal Penyampaian Rekomendasi Penelitian atas nama **SATRIO BIMO SYAHPUTRA/NIM 130563201141**, dengan judul "The Effect of Reward and Work Environment as an Intervening Variable at Raja Ahmad Tabib Regional Public Hospital in Tanjungpinang, Kepulauan Riau Province" selama 1 (satu) tahun terhitung mulai tanggal 11 November 2018 s/d selesai.

Berkaitan dengan hal di atas pada dasarnya Kami tidak keberatan dan memberikan izin untuk kelancaran Penelitian tersebut. Dengan catatan hasil akhir penelitian dipresentasikan pada pihak manajemen sebagai masukan untuk perbaikan dan telaah kondisi rumah sakit dan diserahkan 1 (satu) eksemplar kepada pihak rumah sakit sebagai bukti dari penelitian tersebut.

Demikian surat ini disampaikan, atas perhatiannya diucapkan terima kasih.

An. **PEMIMPIN BLUD RUMAH SAKIT UMUM DAERAH  
RAJA AHMAD TABIB PROVINSI KEPULAUAN RIAU  
WADIR. PENUNJANG MEDIK DAN NON MEDIK**



**dr. SUPARTINI**  
NIP. 19610822 198902 2 001

Tembusan:

1. Dekan Fakultas Ekonomi Universitas Islam Indonesia
2. Yang bersangkutan