



The Effect of Rewards and Physical Work Environment on Employee Performance with Work Motivation as an Intervening Variable (Study on Employees of PT. Laras Astra Kartika)



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Manuscript submitted: 09 February 2024, Manuscript revised: 18 March 2024, Accepted for publication: 27 April 2024

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Keywords

employee performance;
intervening variable;
physical work environment;
rewards;
work motivation;

Abstract

This research aims to determine the direct influence of rewards and the physical work environment on employee performance, and the indirect influence of rewards and the physical work environment on employee performance with work motivation as an intervening variable at PT. Laras Astra Kartika. The population used in this research was 84 people using all respondents as samples, the sampling technique used saturated sampling or census. The data analysis technique used is the Structural Equation Model (SEM). The results of the research show that rewards have no significant effect on employee performance, rewards have a positive and significant effect on employee performance through work motivation as an intervening variable, the physical work environment has a positive and significant effect on employee performance, the physical work environment has a positive and significant effect on employee performance through motivation work as an intervening variable.

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1 Introduction

Human resource management (HRM) organization is managed well, it can produce satisfactory performance (Noe et al., 2019). Performance according to Dessler (2020), namely the results of the work are a comparison of work standards set by the company. Human resources (HR) carry out work within a certain period as long as the implementation of the tasks assigned to them is the result of the work (*output*).

PT Laras Astra Kartika is a subsidiary of PT Rajawali Nusantara Indonesia (Persero) which operates in the palm oil sector. PT Laras Astra Kartika has oil palm plantations covering an area of 2,093.37 Ha and consisting of core with an area of 1,444.68 Ha and Plasma with an area of 650 Ha as well as a palm oil mill (PKS) with a capacity of 10 tons/hour (Yuriah et al., 2024). The plantation model established is a Core-Plasma cooperation model which aims to improve the livelihoods of communities living around plantations related to oil palm. Laskar Palm Oil Plantation only produces Crude Palm Oil and Palm Kernel as its business venture.

PT Laras Astra Kartika is located in Kelirejo Village, Madang Suku II District, East Oku Regency, South Sumatra. 84 employees are working at PT Laras Astra Kartika, with 31 people having the status of permanent employees and 53 people having the status of freelance employees.

One of the things that companies can do to continue to optimize their human resources is to improve employee performance (Muthoharoh et al., 2022). A company can be said to be successful when its employees perform well. Every company always expects its employees to have high performance, because having high-performing employees will provide optimal results and can improve company performance. In other words, employee performance determines how a company will survive (Bintoro & Daryanto, 2017). PT employee performance. Laras Astra Kartika in the last three years, namely 2019 to 2022, has experienced a decline, this can be seen in the table below:

Table 1
PT. Employee Performance Data Laras Astra Kartika

Department	2019		2020		2021		2022	
	Mark %	Category	Mark %	Category	Mark %	Category	Mark %	Category
<i>Human Resources</i>	88.90	Good	91.20	Very good	84.54	Good	83.37	Good
Marketing	89.28	Good	86.76	Good	80.68	Good	81.16	Good
Production	88.60	Good	79.34	Pretty good	75.14	Pretty good	73.91	Pretty good
Logistics	85.34	Good	79.22	Pretty good	80.66	Good	80.43	Good
Security	77.98	Pretty good	80.64	Good	78.77	Pretty good	76.89	Pretty good
Average	86.02	Good	83.43	Good	79.96	Pretty good	79.15	Pretty good

Source: PT Laras Astra Kartika, 2023

Table 1 shows the performance results of PT employees. Laras Astra Kartika tends to decline from 2019 to 2021. In 2019 the average score was 86.02% in the "good" category and there was only one department that had a score in the "fairly good" category, namely the security department at 77.98%. In 2020 the average score was 83.43% in the "good" category, and the *human resources department's score* increased in 2019 from 88.90% in the "good" category to 91.20% in the "very good" category. However, 2 departments decreased from the previous year in the "fairly good" category, namely the production department at 79.34% and the

Puteri, S., Andriana, I., Hadjri, M. I., Yuliani, Y., & Farla, W. (2024). *The effect of rewards and physical work environment on employee performance with work motivation as an intervening variable: Study on employees of PT. Laras Astra Kartika. International Journal of Social Sciences and Humanities*, 8(2), 22–42. <https://doi.org/10.53730/ijssh.v8n2.14885>

logistics department at 79.34%. In 2021 the average score was 79.55% in the "fairly good" category, this year there was no increase in employee performance from the two departments in the "fairly good" category, namely the production department at 70.14% and the security department at 78.77%. In 2022 the average score was 79.15 in the "pretty good" category, this year there was no increase in employee performance, the production department with a score of 73.92% and security 76.89% still has the "pretty good" category. The table above shows that employee performance has decreased based on the results of employee performance assessments by the company.

Every organization or company will always try to improve employee performance, with the hope that the company's goals will be achieved. In human resource management, one of the contributing factors to increasing employee performance is the provision of *rewards* given by the organization or company. *Rewards* in a company can be categorized through salary, bonuses and incentives, allowances, welfare, career development, psychological and social rewards (Sunarto et al., 2021).

In 2019, salary increases were given to each employee, position allowances were given to 4 people, bonuses were given to 8 people, interpersonal awards were given to 5 people, and position promotions were given to 2 people. In 2020, salary increases were given to each employee, position allowances were given to 1 person, bonuses were given to 5 people, interpersonal awards were given to 3 people, and position promotions were given to 2 people. In 2021, salary increases were given to each employee, position allowances were given to 3 people, bonuses were given to 3 people, interpersonal awards were given to 2 people, and position promotion was given to 1 person. In 2022, salary increases will be given to each employee, position allowances will be given to 2 people, bonuses given this year will increase from 4 people in the previous year, interpersonal awards will be given to 1 person, and position promotion will be given to 1 person.

To improve employee performance, apart from the availability of competent human resources (HR), there is one important factor, namely the provision of adequate work facilities. The facilities referred to here are all types of equipment, work equipment and other facilities that function as aids in carrying out work. Work facilities are very important in supporting the performance of a company's employees because good work facilities and appropriate tools will support employee performance more effectively and efficiently (Jufrizen et al., 2021). Available equipment is the total amount of equipment in the company, both that can be used and equipment that can no longer be used (damaged equipment), used equipment is the number of equipment in the company that can be used or is not damaged, unused equipment is the number of equipment in the company that is no longer usable or damaged (Yuriah et al., 2022). In the table above, there are several equipment available at PT. Astra Kartika barrels that can no longer be used, such as safety helmets, there are 20 items available while only 15 can be used, there are 10 AC units available, only 8 can be used, 30 tables are available, only 27 can be used, chairs There are 30 units available, only 25 can be used, 8 printers are available, only 6 can be used, 15 trash cans are available and only 13 can be used, 30 lighting lamps are available, only 25 can be used, 5 toilets are available. and only 4 can be used.

Apart from providing rewards and the physical work environment, work motivation also greatly influences employee performance. When employees have high work motivation, work discipline increases (Muthoharoh et al., 2022). Work discipline is a feeling of obedience and obedience to values that are believed to be responsible, such as duties in the office and employee attendance at the company's adjusted hours. The higher the discipline, the better the employee's performance, because work discipline is obedience to responsibilities such as office duties and work hours so that employees will sincerely work as best as possible to achieve the goals of a company (Güngör, 2011).

The level of attendance among PT employees. Laras Astra Kartika experiences a decline every year. In 2020 the attendance rate was 87.92%, in 2021 it decreased to 87.83%, and in 2022 it decreased again to 86.74%. The percentage of permits from 2020 to 2022 has increased, in 2020 the percentage was 3.59%, in 2021 it increased to 4.51%, in 2022 it became 5.27%. The percentage of illnesses from 2020 to 2022 tends to increase, in 2020 the percentage was 5.82%, in 2021 it was 4.77%, and in 2022 it increased to 4.85%. The percentage without information also increases every year, in 2020 the percentage was 2.67%, in 2021 it was 2.89%, and in 2022 it was 3.14%.

Based on previous research, namely the first conducted by Ariestianah et al. (2020), shows that the work environment influences the performance of Palembang City Social Service employees, Yulianti et al. (2022), results show the work environment has a positive influence and significant impact on employee performance

at PT Indofood CBP Sukses Makmur, Tbk Tanjung Api-Api Palembang Factory. In contrast to the results of research conducted by [Rahman et al. \(2022\)](#), which shows that the work environment does not affect employee performance, [Lathiifa & Chaerudin \(2022\)](#), show that the work environment does not affect employee performance, and [Yudha et al. \(2023\)](#), shows that the physical work environment has no influence on employee performance with work motivation as a mediating variable.

[Yulianti et al. \(2022\)](#), research results show that motivation has a positive and significant effect on the performance of PT employees. Dizamatra Powerindo, [Hadjri et al. \(2022\)](#), show that faith motivation, worship motivation, and muamalah motivation partially have a positive and significant effect on the religious performance of the Regional Development Bank of South Sumatra, [Chauhan et al. \(2019\)](#), show that work motivation influences employee performance, [Eliyana & Ma'arif et al. \(2019\)](#), shows that motivation influences employee performance, [Djanjar \(2023\)](#), shows that work motivation influences employee performance. Based on the phenomena that have been presented, this research aims to determine the influence of *rewards* and the physical work environment on employee performance with work motivation as an intervening variable (Study on employees of PT. Laras Astra Kartika).

2 Materials and Methods

This research design uses an approach study quantitative. Study This tests the effect of *rewards* And physical work environment with work motivation as a variable intervening. In the study, This type of data used is data primary. Data prime r is source data obtained directly from giver data to collector data (Sugiyono, 2019). Source data was obtained from surveys and questionnaires shared with PT employees. Laras Astra Kartika as respondents with use list question or statement which has been prepared first.

The scope of this research is focused on the analysis and discussion of HR Management which consists of exogenous variables, namely *rewards* and the physical work environment. Endogenous variable, namely employee performance. The intervening variable, namely work motivation, the unit of analysis that will be examined in this research is employees at PT. Laras Astra Kartika.

The data collection technique in this research uses a questionnaire. In this research, the author distributed questionnaires directly to all employees of PT. Laras Astra Kartika. The aim of distributing this questionnaire is to find out respondents' opinions regarding the influence of *rewards* and the physical work environment on employee performance with work motivation as an intervening variable ([Badriyah et al., 2015](#); [Hatane, 2015](#)). Furthermore, to determine the measurement of respondents' answers in this study, which used a research instrument in the form of a questionnaire, researchers used the Likert scale method. The population used in this research was 84 people.

The sample is part of the number and characteristics of the population (Sugiyono, 2019). The sample in this research was all employees at PT. Laras Astra Kartika was taken using a saturated sampling technique or census. Saturated sampling or census is where all members of the population are used as respondents if the population is relatively small (Sugiyono, 2019).

The data analysis method in this research uses *the Structural Equation Model* (SEM) in modelling and hypothesis testing. SEM is a collection of statistical techniques that can test a relatively complex series of relationships simultaneously (Ferdinand, 2014). By using SEM, not only the quality relationships (direct and indirect) on the observed variables or constructs can be detected, but the magnitude of the components that contribute to the formation of the construct itself can be determined.

Deep data analysis techniques study This method Which used with *Structural Equations Modeling-Partial Least Square* (SEM-PLS) SmartPLS version 3. Deep-stage PLS calculations use 2 models, namely the Measurement Model (*Outer Model*) and Structural Model Testing (*Inner Model*). The outer model is the relationship between the indicator and with variable of the construct. Apbiila mark loading factors morefrom 0.5 so validity Which owned Good. Test significance loading factors candone with t statistics or p values, when the mark t statistics is more than 1.96 and the p-value<0.05 then it has significant validity. The next analysis is construct reliability by taking into account the *Composite Reliability* (CR) value, *Cronbach's Alpha* (CA) And *Average Variance Extracted* (AVE). If the markCR is more than 0.7, CA is more than 0.7 and the AVE value is more than 0.5 then it is said that the construct is reliable. Testing *the discriminant validity* of reflexive measurement model of indicators, by comparing root values AVE every construct with correlation between

construct with construct otherin a model (Ghozali, 2017). The structural model (*Inner Model*) is R-Square and Significance. Model study Which developed in study This depicted in the diagram as follows:

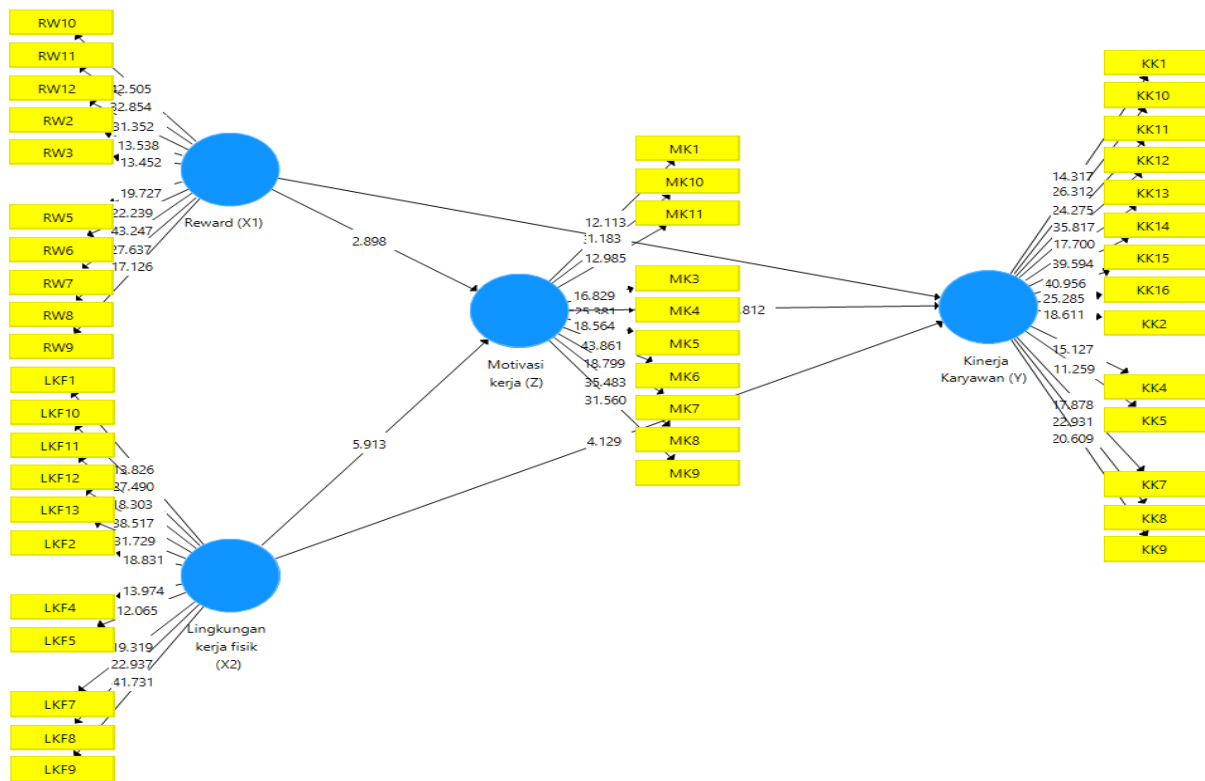


Figure 1. Research Model Diagram
Source; processed by researchers, 2024

3 Results and Discussions

3.1 Results

Measurement model analysis (outer model)

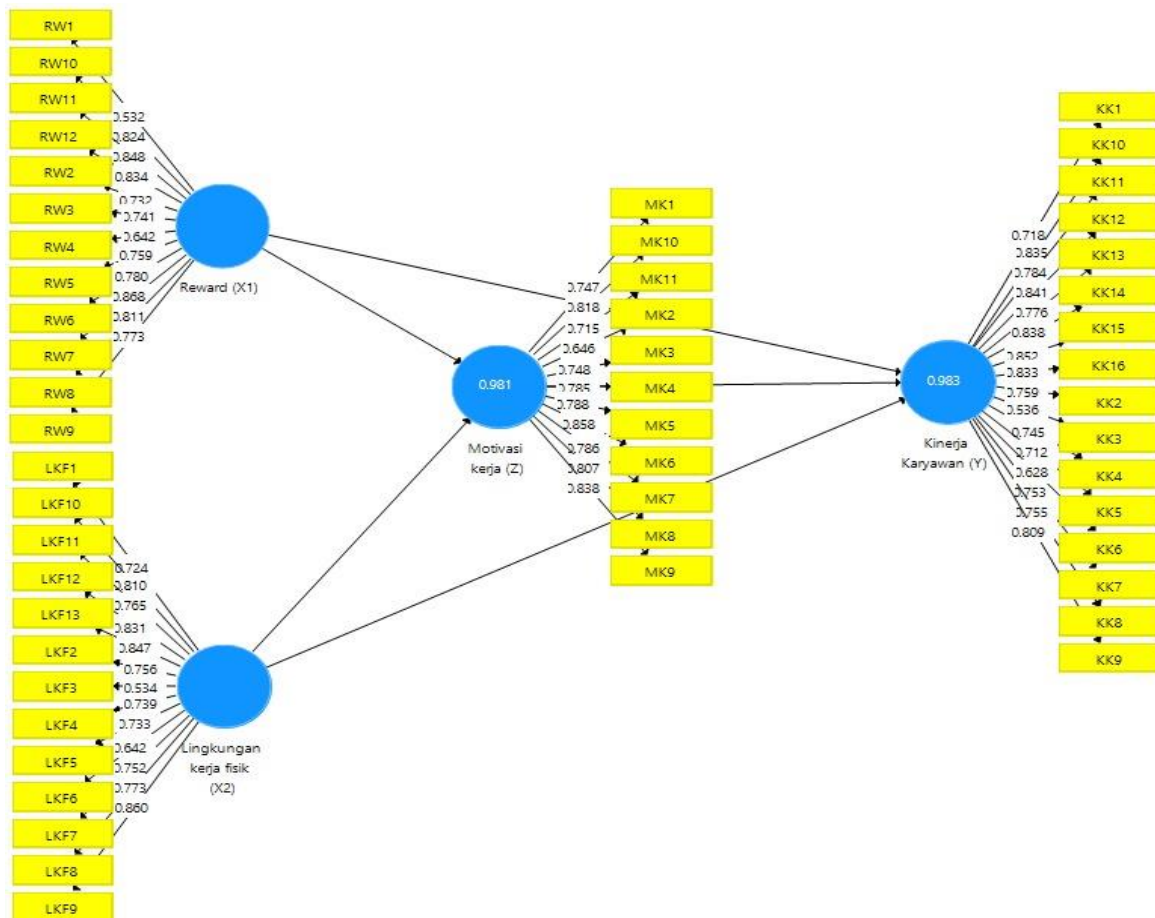


Figure 2. Outer model

Use the Outer model use to know whether the variable is *Reliable* and *Valid* for each latent variable indicator. *Loading factor* test carried out as an initial test on each indicator, which is included in it there are *reward* variables, physical work environment, work motivation and employee performance has fulfilled mark *convergent validity* using the program SmartPLS.

Construct validity test

Convergent validity

Convergent Validity Test on the outer model can be seen based on *the loading factor value*. Individual reflexive measures with the indicators being measured can be said to be high or valid if the correlation value is more than 0.7. *Outer loadings* are tables containing loading factors to show the magnitude of the correlation between indicators and latent variables.

After *dropping* And re-estimation, so can It is known that each indicator has an increasing *loading factor value* because several indicators have been issued. These results indicate that this research data meets the

second requirement of *Convergent Validity*. Combined assessment between *outer values loading* and *AVE tests* indicate that this research is convergently valid And fulfils the condition to be continued to the stage next.

Discriminant validity

Discriminant validity Test is a stage carried out to find out whether the variables or indicators used in the research have unique values and are only related to the variables or indicators themselves. *The Discriminant Validity* test can be carried out by looking at the *cross-loading* and *Fornell Larker criteria values*. The first method is to measure *cross-loading*, where the *cross-loading results* must show that the indicators for each variable have a higher value than the indicators for the other variables. The results of the *cross-loading* test in this research are as follows:

Table 6
Results Analysis *Cross Loadings*

	Employee Performance (Y)	Physical Work Environment (X2)	Work Motivation (Z)	Rewards (X1)
RW2	0.642	0.636	0.594	0.728
RW3	0.621	0.547	0.452	0.756
RW5	0.570	0.572	0.477	0.781
RW6	0.656	0.577	0.578	0.784
RW7	0.655	0.565	0.659	0.873
RW8	0.674	0.501	0.614	0.801
RW9	0.663	0.573	0.559	0.782
RW10	0.642	0.636	0.535	0.828
RW11	0.613	0.633	0.513	0.833
RW12	0.613	0.603	0.518	0.850
LKF1	0.621	0.729	0.629	0,669
LKF2	0.567	0.765	0.623	0,511
LKF4	0.642	0.736	0,594	0,528
LKF5	0.621	0.747	0.552	0,556
LKF7	0.670	0.772	0.677	0,581
LKF8	0.556	0.777	0.678	0,684
LKF9	0.655	0.865	0.659	0,673
LKF10	0.674	0.801	0.514	0,601
LKF11	0.563	0.773	0.559	0,682
LKF12	0.542	0.836	0.635	0,628
LKF13	0.613	0.833	0.613	0,533
MK1	0.621	0.447	0.752	0,656
MK3	0.556	0.656	0.768	0,568
MK4	0.560	0.581	0.784	0,591
MK5	0.595	0.560	0.786	0,547
MK6	0.452	0.561	0.862	0,552
MK7	0.476	0.658	0.785	0,678
MK8	0.532	0.694	0.800	0,688
MK9	0.640	0.647	0.843	0,655
MK10	0.674	0.501	0.814	0,601
MK11	0.506	0.617	0.719	0,657
KK1	0.721	0.629	0.629	0,669
KK2	0.767	0.665	0.523	0,511
KK4	0.742	0.636	0.494	0,428
KK5	0.721	0.547	0.452	0,456
KK7	0.770	0,572	0,477	0,481

	Employee Performance (Y)	Physical Work Environment (X2)	Work Motivation (Z)	Rewards (X1)
KK8	0,756	0,677	0,578	0,584
KK9	0,810	0,570	0,589	0,653
KK10	0,831	0,583	0,594	0,582
KK11	0,783	0,570	0,553	0,575
KK12	0,840	0,446	0,650	0,541
KK13	0,776	0,558	0,685	0,678
KK14	0,832	0,694	0,600	0,688
KK15	0,855	0,667	0,560	0,676
KK16	0,839	0,591	0,522	0,686

Source: SmartPLS 2024

Based on Table 6, shows that the *cross-loading value* of each item for the variable is greater than the *cross-value loading* with variable Which other. From results the can be concluded that there are no problems with *discriminant validity*. The second method For testing next is the *Fornell locker criterion*, To get good *discriminant validity of a research model the root of The AVE* of the construct must be higher than the correlation of the construct with other latent variables. The results of *the Fornell Larcker criterion* are obtained as follows:

Table 7
Fornell Analysis Results Larcker Criterion

	Employee Performance (Y)	Physical work environment (X2)	Work motivation (Z)	Rewards (X1)
Employee Performance (Y)	0.890			
Physical work environment (X2)	0.787	0.886		
Work motivation (Z)	0.788	0.789	0.892	
Rewards (X1)	0.879	0,791	0,785	0,903

Source: SmartPLS 2023

Based on Table 7, then you can see that all variables have a higher value. *Rewards* observed in the table above have a higher value of 0.903 compared to other variables in the same column. The physical work environment observed in the table above has a higher value of 0.886 compared to variable other Which is in column Which The same. The work motivation observed in the table above has a value of 0.892 which is higher than other variables in the same column. Employee performance observed on the table in on, own mark 0.890 Which taller compared to variable other Which is at on column Which The same.

Reliability Test

Reliability analysis was carried out by paying attention to the *Composite Reliability* (CR) and *Cronbach's Alpha* (CA) values.

Composite Reliability

The composite Reliability value that is acceptable in exploratory research is in the range of 0.60 to 0.70. A variable is said to have high reliability if the value is >0.70. The *Composite Reliability* value table is as follows:

Table 8
Results Analysis Cronbach Alpha And Composite Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	0.953	0.959	0.624
Physical work environment (X2)	0.938	0.947	0.618
Work motivation (Z)	0.934	0.944	0.628
Rewards (X1)	0.938	0.948	0.645

Source: Processed by SmartPLS, 2024

Structural Model Analysis (Inner Model)

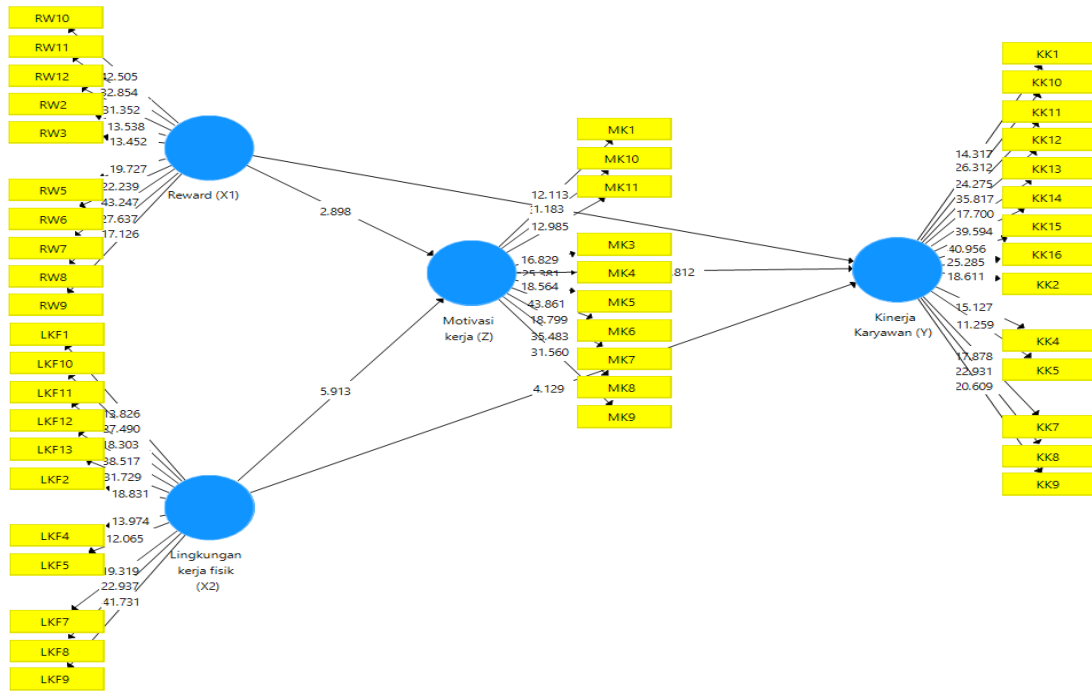


Figure 3. Inner Model

R-Square Test (R^2)

Process evaluation model study with Smart PLS started with see R -square For every variable latent endogenous. Mark R^2 can used to measure how much influence a variable is exogenous to endogenous. The greater the R^2 value the better the prediction model study. The following table shows the results estimation of R -square using SmartPLS.

Table 10
Results of R-Square Analysis (R^2)

	R Square Adjusted
Employee Performance (Y)	0.980
Work motivation (Z)	0.979

Source: Processed by SmartPLS, 2024

Based on results testing R^2 on Table 10 in on, mark R^2 variable employee performance as big as 0.980. Testing on Table 10 explains that indicators on variables exogenous (*Rewards* and *Physical Work Environment*) simultaneously influence Employee Performance by 98%, while the remaining 2% is influenced by other factors. R^2 value on the variable Work Motivation of 0.979 explains that indicators (*Rewards* and *Physical Work Environment*) together influence Work Motivation by 97.9%, while the rest by 2.1% influenced by other factors.

Standard measurement *R-Square* ie 0.75 stated strong, 0.50 stated Enough moderate, And 0.25 stated weakly. Table 10 2 shows that the *R-Square value* of variable employee performance is 0.980 (98%) entering into the standard strong measurement, which thereby can interpreted as happen connection Which strong between *rewards* and the physical work environment on employee performance. Next is Table 10 2 shows that the *R-Square value* of the variable Work motivation is 0.979 (97.9%) which is included in the strong measurement standard, thus It can be interpreted that there is a strong relationship between the influence of rewards and the physical work environment on performance through work motivation.

Q-Square Test (Q^2)

Table 11
Results Analysis *Q-Square*

	R Square Adjusted	$1 - ((1 - R_1 \text{ square})(1 - R_2 \text{ square}))$	<i>Q-Square</i>
Employee Performance (Y)	0.980		
Work motivation (Z)	0.979	$1 - (1 - 0.980)(1 - 0.979)$	0.999

Source: Processed by Researchers, 2024

Q-Square is used to measure how well the observation value is generated by the model and its parameter estimates. If the *Q-Square value* is bigger than 0 (zero) It means the model marks *predictive relevance*, and if the value *Q-Square* is smaller than 0 (zero), It means the model lacks *predictive relevance* (Sulistiyowati et al., 2022). Quantity Q^2 has a value in the range $0 < Q^2 < 1$ where closer to 1 means the model is better.

Based on Table 11, shows that the *Q-Square value* is greater than 0 (zero) Which means the model study This own mark *predictive relevance* or The percentage of the *Q-Square test* is 0.999 or almost 99.9% approach 1. Matter can stated that in the study This model is the good one.

F-Square Test (F^2)

F-Square is the size used to see the impact relative of an independent variable to the dependent variable. If the *F-square value* is 0.02 then there is a small effect of the independent variable on the dependent, and if the *F-square value* is 0.15 then this is the moderate or moderate effect of the independent variable on the variable dependent as well as if the *F-square* as big as 0.35 so happen effect which big from variable independent to variable dependent (Sulistiyowati et al., 2022). Below is the *F-square value* of each variable in the study:

Table 12
Results Analysis *F-Square*

	Employee Performance (Y)	Physical work environment (X2)	Work motivation (Z)	Rewards (X1)
Employee Performance (Y)				
Physical work environment (X2)	0.223		0.399	
Work motivation (Z)	0.340			
Rewards (X1)	0.414		0.296	

Source: Processed by SmartPLS, 2024

Based on Table 12 can see *reward* has a value of 0.414, which means it has a big influence on employee performance, then the physical work environment has a value of 0.223, which means has a big influence on

employee performance, and finally work motivation has a value of 0.340, which means it has a big influence on employee performance.

Mark *Effect Size* (f^2) *reward* has a value of 0.296, which means it has a moderate or moderate influence on work motivation, then the physical work environment variable has a value of 0.399, which means it has a moderate or moderate influence on work motivation.

Test the hypothesis directly

Hypothesis testing is directly carried out through the *path coefficient test*. The results of the *bootstrapping path coefficient test* are:

Table 13
Path Coefficient Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Significant Levels
Reward (X1) -> Employee Performance (Y)	-0.126	1,167	0.244	<i>Not Significant</i>
Physical work environment (X2) -> Employee Performance (Y)	0.562	3,769	0,000	<i>Significant</i>
Reward (X1) -> Work motivation (Z)	0.326	2,788	0.006	<i>Significant</i>
Physical work environment (X2) -> Work motivation (Z)	0.665	5,685	0,000	<i>Significant</i>
Work motivation (Z) -> Employee Performance (Y)	0.557	4,482	0,000	<i>Significant</i>

Source: Processed by SmartPLS, 2024

Based on the results data Table 13 can conclude that:

1. Testing Hypothesis 1 that *rewards* have a positive and significant influence on employee performance.

This result refers to the *original sample estimate value*, namely -0.126 shows a negative direction the *P-value* is 0.244 (>0.05) and the t-statistic value is 1.167 (<1.96), which means there is no influence of *rewards* on employee performance, in other words, the presence or absence of *rewards* by the company does not affect employee performance. From this description, it can be concluded that *reward* has no effect significant impact on employee performance, thus **Hypothesis H₁ rejected**.

2. Testing Hypothesis 3 is the physical work environment positive and significant effect on employee performance.

This result refers to the *original sample estimate value*, namely 0.562 which shows a positive direction and *P-Value* as big as 0,000 (<0.05) and a t-statistic value of 3.769 (>1.96), which means there is an influence of the physical work environment on employee performance, in other words, the better the physical work environment, the higher the performance produced by employees. From this description, you can conclude that the physical work environment has a positive and significant effect on employee performance, and thus **Hypothesis H₃ accepted**.

3. Testing Hypothesis 5 that is *rewards* influential positive and significant towards work motivation.

This result refers to the *original sample estimate value*, namely 0.326 which shows a positive direction and a *P-Value* of 0.006 (<0.05) and a t-statistic value of 2.788 (>1.96), which means that there is an influence of *rewards* on employee motivation, in other words, the higher *the reward* given by the company, the higher the motivation value of the employees. From this description, it can be concluded that *rewards* have a positive and significant effect on work motivation, and thus **Hypothesis H₅ accepted**.

4. Testing Hypothesis 6 namely the physical work environment has a positive and significant effect on work motivation.

This result refers to the *original sample estimate value*, namely 0.665 which shows a positive direction and a *P-Value* of 0.000 (<0.05) and a t-statistic value of 5.685 (>1.96), which means that there is an influence of the physical work environment on work motivation, in words On the other hand, the better the physical work environment of a company, the better the employee motivation value. From this description, it can

be concluded that the physical work environment has a positive and significant effect on work motivation, and thus **Hypothesis H₆ accepted**.

5. Testing Hypothesis 7 that is work motivation positive and significant effect on employee performance.

This result refers to the *original sample estimate value*, namely 0.557 shows a positive direction and a *P-value value* of 0.000 (<0.05) and a t-statistic value of 4.482 (>1.96), which means that there is an influence of work motivation on employee performance, in other words the higher the employee motivation value, the higher the performance. employee. From this description, it can be concluded that work motivation has a positive effect and is significant on employee performance, And therefore **Hypothesis H₇ accepted**.

Indirect hypothesis testing

After carrying out the *Path Coefficient test based on the Original Sample values and P-values*, furthermore is test influences No Direct through Variable *Intervening*. As for results from testing Which are done with test *bootstrapping* on analysis use of *SmartPLS* is as follows:

Table 14
Specific Effects Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Significant Level
Reward (X1) -> Work motivation (Z) -> Employee Performance (Y)	0.182	2,152	0.032	<i>Significant</i>
Physical work environment (X2) -> Work motivation (Z) -> Employee performance (Y)	0.370	3,854	0,000	<i>Significant</i>

Source: Processed by SmartPLS, 2024

Based on the results data Table 14 can conclude that:

1. Testing Hypothesis 2 that *rewards have* a positive and significant effect on employee performance through work motivation

This result refers to the *original sample estimate value*, namely 0.182 and value *The P-value* is 0.032 (<0.05) and the t-statistic value is 2.152 (> 1.96), which means that there is an influence of *reward* on employee performance through work motivation, in other words, the higher *the reward was* given and the higher the employee's motivation value, the more employee performance is also high. From this description, it can be concluded that *rewards have* a positive and significant effect on employee performance through work motivation, and thus **Hypothesis H₆ is accepted**.

2. Testing Hypothesis 4 namely, the physical work environment has a positive and significant effect on employee performance through work motivation.

These results refer to the *original sample estimate value*, namely 0.370 the *AI P-Value value* of 0.000 (<0.05) and the t-statistic value of 3.854 (> 1.96), which means that there is an influence of the physical work environment on employee performance through work motivation, with In other words, the better the physical work environment and employee motivation, the better the employee's performance. From this description, it can be concluded that the physical work environment has a positive and significant effect on employee performance through work motivation, and thus **Hypothesis H₇ is accepted**.

3.2 Discussion

Based on the results of the analysis and various tests that have been carried out, the results of the data processing in the research will then be discussed so that a clearer picture can be given regarding the influence between variables, both direct and indirect relationships mediated by the intervening variables contained in the research this.

The effect of rewards on PT employee performance Laras Astra Kartika

Rewards have no effect significant impact on employee performance with an original sample value of -0.126 which shows a negative direction with a *T-statistic* of $1.167 < 1.96$, and *P Values* of $0.244 > 0.05$ with a value R^2 variable employee performance as big as 0.980, which means that value explains that indicator on variables exogenous (*rewards* and physical work environment) simultaneously influence employee performance by 98%, while the remaining 2% is influenced by other variables not examined in this research, such as leadership style, work discipline and job satisfaction.

Theory X and Y is one part of the motivation theory put forward by McGregor (1960). This theory states that company management improves employee performance by giving promises (*rewards*) to employees so that they improve their performance. From the research results described above, it can be concluded that the statement put forward by McGregor (1960) regarding Theory X and Y does not follow what is felt by employees at PT. Laras Astra Kartika.

PT Laras Astra Kartika management can use these findings as a basis for re-evaluating the *reward strategy* used and finding out other elements that may be more effective in encouraging employee performance. Approach such as a focus on career development, providing constructive feedback, or improving the work environment, may need to be considered to increase productivity and overall employee satisfaction. The results of this research are in line with research conducted by Rachmawan & Aryani (2020), which shows that *rewards do not affect* employee performance (Alkandi et al., 2023).

The effect of rewards on employee performance through PT employee work motivation Laras Astra Kartika

Rewards have a positive and significant effect on employee performance through work motivation with an original sample value of 0.182 with *T-statistics* $2.152 > 1.96$, and *P Values* $0.032 < 0.05$, the results of the analysis show that work motivation can mediate the *reward variable* on employee performance. The R^2 value for the employee performance variable is 0.980, which means that value explains that indicator on variables exogenous (*rewards* and physical work environment) simultaneously influence employee performance by 98%, while the remaining 2% is influenced by other variables not examined in this research, such as leadership style, work discipline and job satisfaction.

Theory X and Y put forward by McGregor (1960), revealed that giving *rewards* can motivate employees to improve their performance. Companies are also expected to be able to maintain quality employees and provide encouragement, one of which is by balancing the expected participation with what has been produced in the form of awards or special appreciation (Yuriah et al., 2022). From the research results described above, it can be concluded that the statement put forward by McGregor (1960), is in line with the results of this research. Employees feel that the rewards provided by the company can motivate them to improve their performance.

The results of this research show that *rewards have* a positive and significant effect on employee performance through work motivation at PT Barrel Astra Kartika (Yuriah & Kartini, 2022). The research results show that providing appropriate and appropriate *rewards* can be an important factor in increasing employee motivation, which in turn influences their performance positively. Company management can conclude that an effective *reward strategy* can be one way to encourage employees to be more dedicated and high-performing (Jovanovic & Matejevic, 2014; Hofmans et al., 2013).

Thus, PT Laras Astra Kartika can consider designing a more structured and sustainable *reward program*, which takes into account employee needs and preferences as well as the company's business goals. These steps can help improve work motivation employee performance, and ultimately, achieve greater organizational success. The results of this research are in line with research conducted by Sidik et al. (2023), which shows that *rewards have* a positive and significant effect on employee performance through work motivation.

The influence of the physical work environment on PT employee performance Laras Astra Kartika

The physical work environment has a positive and significant effect on employee performance with an original sample value of 0.562 with *T-statistics* of $3.769 > 1.96$, and *P values* of $0.000 < 0.05$, the results of the analysis show that a good physical work environment will influence employee performance. The R^2 value for

the employee performance variable is 0.980, which means that value explains that indicator on variables exogenous (*rewards* and physical work environment) simultaneously influence employee performance by 98 %, while the remaining 2% is influenced by other variables not examined in this research, such as leadership style, work discipline and job satisfaction.

Theory From the research results described above, it can be concluded that the statement put forward by [McGregor \(1960\)](#), is in line with the results of this research. The physical work environment provided by the company can influence employee performance.

The results of this research are The physical work environment has a positive and significant effect on employee performance at PT Barrel Astra Kartika. By accepting hypothesis 3, the results of this study confirm the importance of the physical work environment in supporting employee performance at PT Laras Astra Kartika. These findings indicate that factors such as comfortable facilities, safety, and efficiency in room layout have a significant impact on employee performance. Thus, company management can pay serious attention to the role of the physical work environment in creating conditions that support employee productivity and well-being ([Lee & Brand, 2005](#); [Craig et al., 2002](#)).

By ensuring that the physical work environment is well organized and managed, PT Laras Astra Kartika can strengthen the foundation for achieving overall company goals, as well as increasing employee satisfaction and motivation. Steps Improving or maintaining a conducive physical work environment can be a strategic investment for companies in creating a productive work environment. The results of this research are in line with research conducted which shows that the physical work environment has a positive and significant effect on employee performance, ([Putra et al., 2020](#)), shows that the physical work environment affects employee performance, ([Yulianti et al., 2022](#)), shows that the work environment has a positive and significant effect on employee performance.

The influence of the physical work environment on employee performance through PT employee work motivation Laras Astra Kartika

The physical work environment has a positive and significant effect on employee performance through work motivation with an original sample value of 0.370 with T - statistics $3.854 < 1.96$ and P Values $0.000 < 0.05$, the results of the analysis show that work motivation can mediate the influence of the physical work environment on employee performance. The R^2 value for the employee performance variable is 0.980, which means that value explains that indicator on variables exogenous (*rewards* and physical work environment) simultaneously influence employee performance by 98 %, while the remaining 2% is influenced by other variables not examined in this research, such as leadership style, work discipline and job satisfaction.

Theory Having a good work environment will increase employee work motivation and can also improve employee performance ([Yuriah et al., 2023](#)). From the research results described above, it can be concluded that the statement put forward by [McGregor \(1960\)](#), is in line with the results of this research. The physical work environment provided by the company can influence employee work motivation which results in good employee performance.

The results of this research are that the physical work environment has a positive and significant effect on employee performance through work motivation at PT Barrel Astra Kartika. By accepting hypothesis 4, this research provides an in-depth understanding of the role of the physical work environment in improving employee performance through work motivation at PT Laras Astra Kartika.

With original sample values, T-statistics, and P Values, the results of this study confirm that the relationship between the physical work environment, work motivation, and employee performance is statistically significant. Therefore, the management of PT Laras Astra Kartika can take concrete steps to improve or maintain a conducive physical work environment to increase employee work motivation and improve their performance ([Howard et al., 2016](#); [Dwivedula & Bredillet, 2010](#)). Initiatives such as facility improvements, more efficient space organization, and increased security can be valuable investments for a company in achieving its business goals. In addition, awareness of the importance of the physical work environment in influencing performance can also motivate management to continue to develop more holistic strategies to increase employee productivity and overall well-being. The results of this research are in line with research conducted by [Putra et al. \(2020\)](#), which shows that the physical work environment has a

positive and significant effect on employee performance through work motivation (Sigalingging & Pakpahan, 2021).

The effect of rewards on work motivation of PT employees Laras Astra Kartika

Rewards have a positive and significant effect on work motivation with an original sample value of 0.326 with T -statistics $2.788 > 1.96$, and P Values $0.006 < 0.05$, the results of the analysis show that giving rewards to employees can increase employee motivation. The R^2 value for work motivation is 0.979, which explains that the indicators (reward and physical work environment) together influence work motivation by 97.9%, while 2.1% is influenced by other variables not examined in this research, such as leadership style, work discipline, and job satisfaction.

The assumptions of theory strictly, with clear tasks and a promise to provide a higher salary or reward or threat of punishment as a means of motivating employees to improve their performance. From the research results described above, it can be concluded that the statement put forward by McGregor (1960), is in line with the results of this research. Providing rewards by the company can increase employee work motivation.

The results of this research show that rewards have a positive and significant effect on work motivation at PT Barrel Astra Kartika. By accepting hypothesis 5, this research provides strong support for the importance of rewards in influencing employee work motivation at PT Laras Astra Kartika. These findings indicate that providing adequate and appropriate rewards can be an effective instrument in motivating employees to achieve better performance. Therefore, company management can use these findings as a basis for designing reward policies that are more effective and in line with employee needs and desires, which in turn can increase the level of work motivation and overall performance (Lisan et al., 2021).

Apart from that, these results also emphasize the need for fair and transparent assessment in providing rewards to ensure that the reward system can provide maximum encouragement for employees to contribute optimally to company goals. The results of this research are in line with research conducted by Mata et al. (2023), which shows that rewards have a positive and significant effect on work motivation.

The influence of the physical work environment on work motivation of PT employees Laras Astra Kartika

The physical work environment has a positive and significant effect on work motivation with an original sample value of 0.665 with T -statistics $5.685 > 1.96$ and P Values $0.000 < 0.05$, the analysis results show that a clean and comfortable work environment can increase employee work motivation. The R^2 value for work motivation is 0.979, which explains that the indicators (reward and physical work environment) together influence work motivation by 97.9%, while 2.1% is influenced by other variables not examined in this research, such as leadership style, work discipline, and job satisfaction.

Theory By existing a relationship between the achievements of the organization and the employee's personality, it can motivate each employee to use intelligence, imagination and relatively large creativity to solve problems within themselves. From the research results described above, it can be concluded that the statement put forward by McGregor (1960), is in line with the results of this research. The work environment can influence the organization's work motivation to complete the tasks given to the organization and ultimately influence the productivity of work motivation.

The results of this research are that the physical work environment has a positive and significant effect on work motivation at PT Barrel Astra Kartika. The results of this research provide important insights for the management of PT Laras Astra Kartika in designing and maintaining a physical work environment that supports increasing employee work motivation. The importance of a good physical work environment has been proven to encourage employees to feel more comfortable, productive, and inspired in carrying out their daily tasks. Adequate facilities and a well-organized environment can also create a pleasant work atmosphere and increase employees' sense of attachment to the company.

Therefore, management can consider continuously monitoring and improving the conditions of the physical work environment as part of their strategy to strengthen work motivation and improve overall employee performance. Apart from that, these findings also show the importance of recognizing the role of the physical work environment in influencing work motivation, which can become the basis for further research or further improvement initiatives at PT Laras Astra Kartika or other companies. Thus, understanding and

optimizing the physical work environment can be one of the key strategies in creating a productive, competitive and motivating work environment for employees. The results of this research are in line with research conducted by [Lathiifa & Chaerudin \(2022\)](#), which shows that the Physical Work Environment has a positive and significant effect on Work Motivation, ([Chandra et al., 2023](#)), the results show that there is an influence of the work environment on employee motivation, ([Putra et al., 2020](#)), the results show that the work environment affects employee work motivation.

The influence of work motivation on PT employee performance Laras Astra Kartika

Work motivation has a positive and significant effect on employee performance with an original sample value of 0.557 with T -statistics 4.482 > 1.96 and P Values 0.000 < 0.05, the results of the analysis show that good employee work motivation can improve employee performance. The R² value for the employee performance variable is 0.980, which means that value explains that indicator on variables exogenous (*rewards* and physical work environment) simultaneously influence employee performance by 98 %, while the remaining 2% is influenced by other variables not examined in this research, such as leadership style, work discipline and job satisfaction.

Theory X and Y proposed by [McGregor \(1960\)](#), reveals that The existence of a relationship between *rewards and employee performance can be seen from the leadership style in Theory* From the research results described above, it can be concluded that the statement put forward by [McGregor \(1960\)](#), is in line with the results of this research. With good work motivation, good performance will also result.

The results of this research show that work motivation has a positive and significant effect on employee performance at PT Barrel Astra Kartika. The results of this research provide a deeper understanding of the company's internal dynamics, especially in the context of PT Laras Astra Kartika. By accepting hypothesis 7, company management can recognize the importance of paying attention to and strengthening work motivation factors to improve employee performance.

Steps to increase work motivation, such as providing recognition for achievements, providing career development opportunities, and facilitating a supportive work environment, can be an effective strategy for creating a productive and highly competitive work environment. Thus, management can take concrete steps to strengthen the relationship between work motivation and employee performance, which in turn can have a positive impact on achieving overall company goals.

Apart from that, this research also provides a basis for further research in understanding other factors that may influence the relationship between work motivation and employee performance, as well as the implications for human resource management at PT Laras Astra Kartika and other companies. The results of this research are in line with research conducted ([Lesmana & Damanik, 2022](#)), which shows that work motivation has a positive and significant effect on employee performance, [Rahul et al. \(2019\)](#), results show that work motivation affects employee performance, [Indah & Riana \(2020\)](#), shows that work motivation influences employee performance.

4 Conclusion

Based on the results of the analysis of the results and discussion, several conclusions can be drawn as follows: *rewards* have no effect significant effect on employee performance, *reward* has a positive and significant effect on employee performance through work motivation, physical work environment has a positive and significant effect on employee performance, physical work environment has a positive and significant effect on employee performance through work motivation, *reward* has a positive and significant effect on work motivation, the physical work environment has a positive and significant effect on work motivation, and work motivation has a positive and significant effect on employee performance.

Management of PT. Laras Astra Kartika must prioritize transparency and objectivity in the promotion process, to overcome the problem where employees get the same promotion opportunities as their colleagues. This can be achieved by establishing clear and structured promotion criteria based on employee performance, competency and relevant contributions. By providing open and fair promotion pathways, companies will not only increase employee satisfaction and motivation but also build an inclusive and achievement-oriented

work culture, which in turn will contribute to the company's long-term growth and success. Management of PT. Laras Astra Kartika needs to carry out a thorough evaluation of the existing ventilation and air purification system to improve air quality in the workplace. Additionally, it is important to raise awareness of the importance of air quality among employees and encourage supportive habits, such as keeping the work environment clean and avoiding internal air pollution. Providing training to employees about the dangers of air pollution and preventive measures that can be taken can also help ensure that employees have the knowledge and skills necessary to maintain good air quality in the workplace. In this way, companies can create a healthier and more productive work environment for all employees. In increasing the acceptance of ideas or ideas related to work by superiors, PT management. Laras Astra Kartika can strengthen a work culture that encourages collaboration and open communication. This can start by creating a platform or forum where employees can freely provide the ideas and ideas they have. Furthermore, it is important to promote an open attitude and receptivity to new ideas from all levels within the organization. To increase solidarity between employees, PT. Laras Astra Kartika can create a team or work group to complete a job, and can also build an open forum for all employees so that employees can communicate freely and openly.

Acknowledgements

We are grateful to two anonymous reviewers for their valuable comments on the earlier version of this paper.






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