

Work Environmental Analysis of Employee Performance With Reward As Mediation Variables (Case Study On Bay Beach Resort & Spa Jimbaran)

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ABSTRACT: The performance of employees in a company or agency is influenced by the work environment and rewards. The work environment and rewards provided by the company will improve employee performance in achieving company goals. The purpose of this study was to analyze the effect of the work environment on employee performance with rewards as a mediating variable. This research was conducted at Jimbaran Bay Beach Resort & Spa. The sample used in this study were 63 people who were determined through the Probability Sampling technique with Simple Random sampling, which is a random or random sampling method. Data collection is done through interviews and questionnaires. The analysis technique used is the path analysis technique, classic assumption test, hypothesis test, multiple test and Variance Accounted For (VAF) test. The results of this study indicate that work environment has a positive and significant effect on employee performance, reward mediates the effect of work environment on employee performance. The theoretical implications of the results of this study provide an understanding that in order to improve employee performance, the company management should improve the work environment and reward in accordance with the needs in the process of employee performance. Limitations in this study are the limited journals and sources of mediation variables used in the study and some respondents did not fill out the questionnaire completely.

Keywords: Work Environment, Reward, Employee Performance

I. INTRODUCTION

Human resources (HR) is an important element in a company. Qualified human resources (HR) or employees will be able to put the company on the competitive track or even be a leader in the competition. The quality of human resources in the company must continue to be developed by the company which is adjusted to the current development. That way employees can carry out work in a professional, responsible, and have a good attitude in order to help companies in meeting the increasingly complex needs of consumers in this era of globalization.

Failure to manage human resources can result in disruption in the achievement of goals in the organization, both in performance, profits, and survival of the organization itself (Rayandi, 2012). The success of a company depends on how the employee's performance, efficiency, honesty, perseverance and integrity (Ahmed and Uddin, 2012). Therefore, companies need human resources or high-performing employees so they can achieve the stated company goals.

According to Siagan (2002), employee performance is influenced by several factors, namely: salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication and other factors. From the several factors above, one way to improve employee performance is to pay attention to the work environment. According to Nitisemito (2000: 183) work environment is everything that exists around the workers who can influence themselves in carrying out the tasks that are carried out. The work environment in a company is very important to be considered by management. Although the work environment does not carry out the production process in a company, but the work environment has a direct influence on the employees who carry out the production process. A comfortable work environment for employees can improve performance. Conversely an inadequate work environment will be able to reduce performance and ultimately reduce employee motivation.

The organization as the work parent must provide a comfortable and conducive work environment that is able to lure employees to work productively. Provision of a comfortable work environment will be able to provide satisfaction to employees on the work done and give a deep impression to employees who in the end employees will have good performance. Research on the work environment conducted by Strek (2005) in the book Management of Modern Office Administration by Badri (2006: 207), explains that employees expect a

comfortable work environment that can spoil employees while working. Then research conducted by Chao, Schwartz, Milton and Burge (Badri, 2006: 207), explains that an unhealthy and comfortable environment will reduce the level of productivity and morale of employees so that it will affect organizational goals. Unhealthy working environment conditions can cause employees to be easily stressed, not eager to work, come late, and vice versa if the work environment is healthy then the employees will certainly be enthusiastic about working, not easily sick, easy to concentrate so that work becomes fast completed in accordance with the target. The work environment itself has two dimensions, namely the physical dimension (coloring the room, lighting, cleanliness, spatial planning, etc.) and the non-physical dimension (employee welfare, work atmosphere, relations between employees, etc.). The organization must be able to provide both dimensions in good condition so as to enable employees to continue working productively and cooperate with employees and leaders to achieve organizational goals.

Performance is the result of work carried out, both physical / material or non-physical / non-material (HadariNawawi, 2005). Then the quality of employee performance can be seen by the performance appraisal that can provide information about employee performance in a certain period. Performance appraisal in the process can use a variety of measurement dimensions, this is because employee performance refers to a person's achievements which are measured based on standards and criteria applied by the company (Nurul et al., 2011). Employee performance is a form of achievement of the work provided by employees to the company. The performance of employees in the company becomes a benchmark of success or failure to achieve the goals of a company that have been set.

The performance of an organization depends on the work of its employees. However, superiors can play a role in planning, implementing, and controlling an organization. In this case, superiors must have an important role in their efforts to motivate and manage their employees. Organizations need to pay special attention to the achievements obtained by employees by giving rewards (gifts, rewards, and awards) and motivation to work with enthusiasm, have a high responsibility for their duties, so that an organization will be easy to meet planned goals. The reason people work in an organization or company is not only in the form of basic wages or salaries, but also rewards that can meet various needs with various types and forms. A reward designed by an organization must be able to spur motivation on the performance of its employees so that high performance. Therefore, the reward that is formed must have value in the eyes of the employee. According to Sastrohadiwiryo (2002) that rewards are rewards of services or remuneration provided by companies to workers, because these workers have contributed energy and thoughts for the progress of the company in order to achieve the goals set.

Several empirical studies on the effect of reward on employee performance show that the provision of appropriate rewards in monetary form (monetary rewards), such as annual incentives (annual incentives), and in the form of non monetary (psychological rewards) such as promotion of positions, granting autonomy and responsibility has positive effect on increasing employee productivity and improving overall company performance. Scott, Anthony and Govindarajan and Merchants in Lako (2004).

The study was conducted at Jimbaran Bay Beach Resort & Spa which is a 4-star hotel located on JalanPantaiKedonganan 888, Jimbaran Bay. Bali has a tourist attraction one of which is a very beautiful beach. Jimbaran area is one of the areas that has beautiful views of the coastline. Jimbaran Bay Beach Resort & Spa is able to compete with various similar hotels that are nearby. This is evident from the good image provided by the public as users of hospitality services. Evidenced by the hectic number of hotel visitors with a range of hotel stands that are still relatively young.

Based on the results of preliminary interviews with HRD and 10 employees, according to researchers Jimbaran Bay Beach Resort & Spa has a fairly good performance. Jimbaran Bay Beach Resort & Spa employees are able to reach the target set by the company to penetrate the occupancy rate of 50% towards the new year which is 75-85%. This is also due to good service for tourists visiting the hotel. Also visible in the hotel area and rooms and rooms are very neatly arranged, the cool temperature of the room makes the work space of the employees feel very comfortable, adequate working space so that it does not limit the space for employees. The hotel also provides various rewards to employees to encourage improvement in the quality of performance. Employees often get extra salary if they work overtime and give rewards every month to the best employees. For this reason, we want to do research because we want to know whether a good work environment and the provision of rewards can affect employee performance.

II. THEORY AND HYPOTHESES

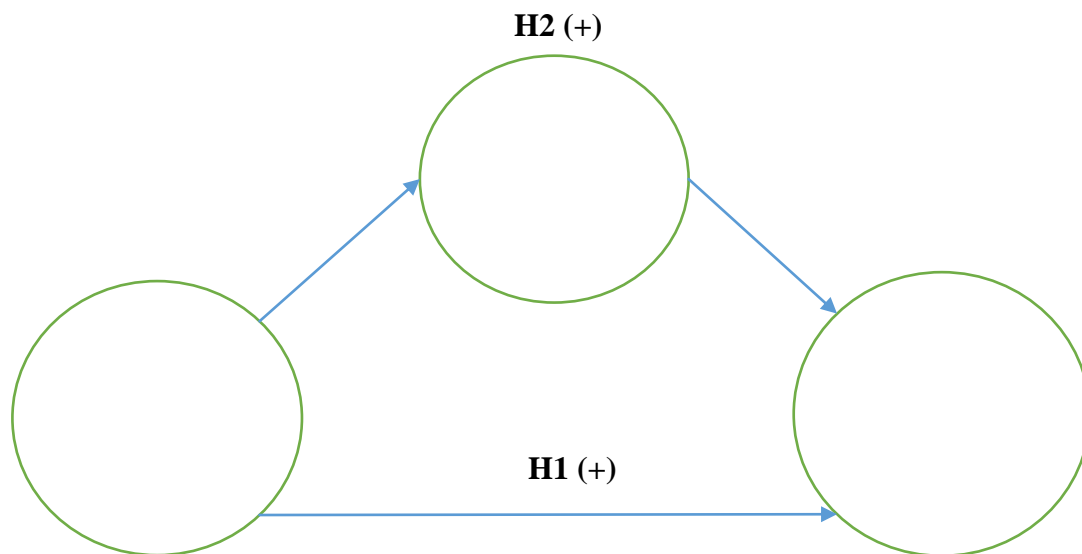
Social exchange theory has been used by organizational researchers as a framework that has influence to explain a person's work behavior (Mitchell et al, 2005). The research of Mitchell et al. (2005) states that when someone gives others valuable and useful resources, an obligation to return these resources will arise. A series of exchange activities can strengthen the relationship between the parties involved in the exchange, which ultimately results in useful and productive behavior (Blau, 1964).

The work environment according to opinion (Nitisemito, 2004 in Arida, 2012) is something that exists around the workers and can influence themselves in carrying out the tasks assigned. Based on these definitions, it can be seen that the work environment is a condition or condition that affects quite a large number of employees in performing work or on the course of company operations.

According to Mulyadi (2001) reward system and recognition of employee performance is a means to direct employee behavior behavior that is valued and recognized by the organization Reward attracts the attention of employees and provides information or reminds of the importance of something that is rewarded compared to others, reward also increases employee motivation on performance measures, thereby helping employees allocate their time and effort. Based on this description, the first hypothesis of this study is.

H1: The work environment has a positive and significant effect on employee performance

H2: The role of reward system mediation in the positive and significant influence of the work environment on employee performance.



III. RESEARCH METHOD

This research was conducted at Jimbaran Bay Beach Resort & Spa. The selection of research sites is based on data used as a sample. The types of data used in this study are included in primary and secondary data types. Primary data types are data obtained directly from the field. Data obtained from questionnaires and interviews with several Jimbaran Bay Beach Resort & Spa employees. Secondary data types are data or sources obtained from reading material. Secondary data of this study were obtained from companies that can be seen by company documentation, reference books, and other information related to research. The population in this study were all employees at Jimbaran Bay Beach Resort & Spa, amounting to 170 employees in 2020. The sample in this study were 63 employees of Jimbaran Bay Beach Resort & Spa. The analysis tool used is path analysis.

IV. RESULT AND DISCUSSION

The validity test results show that all research instruments used to measure work environment, employee reward and performance variables have a correlation coefficient with a total score of all statement items greater than 0.3. This shows that the items in the statement of the research instrument are valid and suitable to be used as research instruments. The reliability test results showed that all research instruments had a Cronbach's Alpha coefficient of more than 0.60. So it can be stated that all variables meet the reliability or reliability requirements so that they can be used to conduct research.

Structure 1 test results show the Asymp value. Sig. (2-tailed) of .200 indicates that the regression equation model is normally distributed because of the Asymp value. Sig. (2-tailed) is greater than the alpha value of 0.05. Structure 2 test results indicate the Asymp value. Sig. (2-tailed) of 0,200, these results indicate that the regression equation model is normally distributed because of the Asymp value. Sig. (2-tailed) is greater than the alpha value of 0.05.

The tolerance value and VIF of the work environment and Reward variables show the tolerance value for each variable is greater than 0.1 and the VIF value is less than 10 which means the regression equation model is free from multicollinearity. The significant value of the work environment variable is 0.185. This value is greater than 0.05 which means there is no influence between the independent variables on absolute residuals.

Thus, the model created does not contain symptoms of heteroscedasticity. The significance value of the work environment and reward, respectively 0.412 and 0.181. This value is greater than 0.05 which means there is no influence between the independent variables on absolute residuals. Thus, the model created does not contain symptoms of heteroscedasticity.

This study uses path analysis equations to determine the effect of the work environment on employee performance with rewards as a mediating variable. The recapitulation of the path analysis results is presented in Table 1.

Tabel 1. Hasil Analisis Jalur

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.573	2.283		-.689	.494
	Lingkungan Kerja	.387	.085	.467	4.570	.000
	Reward	.662	.151	.447	4.373	.000
R Square		0,733				
F hitung		82,438				
Sig		0,000				

Based on the information in Table 1, a regression equation can be made as follows.

$$Y = -1.573 + 0,467X + 0,447M + 0,151$$

Based on the results of the analysis of the influence of the work environment on employee performance obtained significance value of 0.005 with a beta coefficient value of 0.467 positive value. Significance value of 0,000 < 0.05 indicates that H0 is rejected and H1 is accepted. This result means that the work environment has a positive effect on employee performance. This indicates the higher the value of the work environment, the employee's performance will increase, and vice versa.

The influence of the work environment on employee performance has the meaning that employees will feel comfortable with the conditions of the existing work environment, if the environmental conditions are in accordance with him and do not feel disturbed when they work, so with that comfort they are motivated in working, this causes a lot of work to well resolved so that their performance can be said to be good. The definition of performance itself is the work of an employee as long as he works in carrying out the main duties of his position which can be used as a foundation whether the employee can be said to have good work performance or vice versa. From the results of filling out the performance questionnaire, it can be seen that most employees are able to work optimally, the quality of work results and attendance at work have a very good tendency and the quality of work results, the timeliness of results and the ability to work together have a good tendency.

There is a positive and significant influence of the work environment on performance according to the research of Mega Aurum Yunanda (2011). Research by Kestria Senja Octaviana and Teguh Ariefianto (2011) states that there is a positive and significant influence on the work environment on performance. Research by Zainul Hidayat, MM and Muchamad Taufiq, MH (2012) states that the work environment has a significant influence on the performance of PDAM Lumajang Regency employees. Rodi Ahmad Ginanjar's research results (2013) stated that the average work environment and employee performance in the Education, Youth and Sports Office in Sleman district was included in the good category. Good working environment and performance conditions will also affect the performance of the institution. So it can be concluded that a positive and significant influence between the environment on employee performance in the Education, Youth and Sports Office of Sleman Regency. Research conducted also by Leblebici (2014), Roelofsen (2002), Musriha (2011), that the work environment has a positive impact on employee performance. A comfortable work environment causes the level of concentration of employees at work to increase, and these conditions cause the level of employee productivity to increase. A good work environment both physical and non-physical environment provides support for improving employee performance. Significant and positive relationship between work environment and employee performance. This reinforces the view that the work environment influences employee performance.

Based on the results of data analysis obtained the calculated Z value of 2.917 > 1.96. This means that the mediation reward relationship between the work environment on employee performance. In addition, the VAF value of 35.0% is more than 20%, it can be explained that there is a mediating effect or in other words Reward as a partial mediation (partial mediation).

Rewards are part of the performance management process that tries to give employees some kind of reward for achieving their targets. This is broader than just financial rewards and includes things like praise, greater opportunities for training and development, and promotion (Barry, 1994). Prasetyanti's research (2016) entitled The Effect of Work Environment, Motivation, and Reward on Employee Performance Study of PT TASPEN (Persero) Surakarta Employees, states that the reward variable has a positive and significant effect on

employee performance. Several empirical studies on the effect of compensation on employee performance show that the provision of appropriate compensation in monetary form (monetary rewards), such as annual incentives (annual incentives), and in the form of non monetary (psychological rewards) such as promotion, autonomy and responsibility has positive effect on increasing employee productivity and improving overall company performance. Scott, Anthony and Govindarajan and Merchants in Lako (2004).

V. CONCLUSION

Based on the results of the research analysis and the results of the discussion in the previous chapter, the conclusion of this study is that the work environment has a positive effect on employee performance. This shows that if the work environment is increasing, employee performance will increase. And rewards mediate the influence of the work environment on employee performance. This shows that the work environment has a significant impact on employee performance if mediated by rewards, which means that employee performance is highly dependent on the level of the reward and also the level of the work environment.

In preparing this study, researchers tried to do this research carefully and thoroughly, but researchers are aware that this study also has limitations. These limitations include another: limited journals and sources of the mediation variables used in this study, then some respondents did not fill out the questionnaire completely so that in collecting the questionnaire it was slightly hampered to meet the minimum sample required. Researchers also did not consider the length of service of someone who worked at the Jimbaran Bay Beach Resort & Spa Hotel even though it was very influential on the performance of an employee. And there are other variables that affect employee performance other than the work environment not examined in this study.

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