

The Influence of Work Motivation, Reward, Work Environment, and Job Satisfaction on Employee Performance in Concrete Iron Companies in Indonesia

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Abstract

Work Motivation plays a crucial role in driving employees to contribute effectively to a company. Reward and Work Environment act as key supporting elements that help employees attain job satisfaction and enhance their performance. This study aims to examine how Work Motivation, Reward, Work Environment, and Job Satisfaction influence Employee Performance within Concrete Iron Companies in Indonesia. The research utilized a saturated sample method, involving all staff employees in the concrete iron industry, with a total of 180 respondents. Data analysis was performed using the Structural Equation Model (SEM) method using SmartPLS 3.29. The findings indicate that Reward positively influences both Work Motivation and Job Satisfaction. Additionally, Work Environment and Work Motivation both positively affect Job Satisfaction. Furthermore, Work Motivation and Job Satisfaction each have a positive impact on Employee Performance, as does Work Environment. The managerial implication of this research highlights the importance of fostering work motivation, job satisfaction, and employee performance among employees to generate overall positive outcomes for the company.

Keywords: Employee Performance, Job Satisfaction, Reward, Work Environment, Work Motivation.

1. Introduction

To achieve company goals, optimal employee performance is necessary (Dagnew Gebrehiwot & Elantheraiyan, 2023). Human resources are essential to the success of all company activities (Widarto & Anindita, 2018). A company's success in improving employee performance can be assessed through performance appraisals (Hadi, 2023). Ingsih *et al.* (2021) explain that employee performance is based on the quality and quantity of duties and obligations entrusted by the company. Additionally, work motivation is one of the many crucial elements that can strongly impel employee performance. Those with high levels of work motivation tend to be more dedicated to achieving their best performance.

Employee work motivation plays an important role in improving overall performance (Manzoor *et al.*, 2021). This is based on the fulfilment of personal needs (Ngwa *et al.*, 2019). Paais & Pattiruhu (2020) argue that understanding employee motivation, both internal and external, is essential for improving performance. Pancasila *et al.* (2020) argue that high work motivation impacts job satisfaction. Furthermore, Nugrahaningsih *et al.* (2021) found that work motivation can be influenced by reward. Reward given to employees play a role in producing high work motivation (Manzoor *et al.*, 2021).

The reward obtained from work are the main factors that encourage employees to work (Ngwa *et al.*, 2019). The presence of reward motivates employees to contribute more to the company (Maharani *et al.*, 2020).

According to A. H. Nugroho & Havidz Aima (2022), there is a significant influence between reward and job satisfaction, meaning the higher the reward, the higher the level of job satisfaction.

The relationship between employees and their work greatly affects job satisfaction (Hadi, 2023). Therefore, it is important to pay attention to employee satisfaction because they are valuable human resources for the company (Riyanto *et al.*, 2021). Satisfied employees tend to perform better (Sabuhari *et al.*, 2020). According to Nasir *et al.* (2020), job satisfaction is influenced by a comfortable work environment.

The work environment is a crucial aspect that requires attention from company management (Ingsih *et al.*, 2021). A comfortable, calm, and peaceful work environment (Fajar *et al.*, 2022) can affect employees and organizations (Aldoseri & Almaamari, 2020) and improve performance (Idris *et al.*, 2020). An unproductive work environment can create doubt and uncertainty among employees as they carry out their duties (Fajar *et al.*, 2022).

Previous studies reveal that work motivation (Wahyuni *et al.*, 2019; Ratnawati *et al.*, 2020; Virgana, 2020; Riyanto *et al.*, 2021), job satisfaction (Pancasila *et al.*, 2020; Paais & Pattiruhu, 2020; Nasir *et al.*, 2020; Junaidi, 2022), and work environment (Singgih *et al.*, 2020; Nguyen *et al.*, 2020; Nasir *et al.*, 2020; Ingsih *et al.*, 2021) positively impact employee performance. Work motivation positively correlates with job satisfaction (Sidabutar *et al.*, 2020; Pancasila *et al.*, 2020; Paais & Pattiruhu, 2020). Reward positively related to work motivation (Husain & Batagoda, 2017;

Malek *et al.*, 2020; Nugrahaningsih *et al.*, 2021; Manzoor *et al.*, 2021) and job satisfaction (Tirta & Enrika, 2020; A. H. Nugroho & Havidz Aima, 2022; Hadi, 2023; Siregar *et al.*, 2023). The work environment influences job satisfaction (TaHERI *et al.*, 2020; Singgih *et al.*, 2020; Ingsih *et al.*, 2021; Junaidi, 2022).

Some of the above findings revealed research gaps. The authors found research by Eliyana *et al.* (2019), which sampled 30 respondents. Meanwhile, the authors conducted a wider study with 180 respondents. There are also differences in the number and level of work groups between the two studies. In Eliyana *et al.* (2019) research, 30 middle-level leaders were sampled from 75% of the population at the time the study was conducted. In contrast, the authors' research included 180 people, meaning the entire population served as the research sample. The study also included all levels of existing work groups.

Apart from differences in sample size, the researchers found other differences. Shahzadi *et al.* (2014) researched the effect of work motivation on employee performance but did not explore other potential determinants of performance, such as the work environment and job satisfaction. Other research by Rinaldi & Riyanto (2021) has proven the influence of these two variables on employee performance. Since the work environment and job satisfaction influence employee performance, the author added these variables to the author's research.

Given the above research gap, this study aims to explore factors affecting employee performance, such as work motivation, reward, work environment, and job satisfaction, among employees with a background in the rebar industry.

This study uses quantitative methods, collecting data via online questionnaires. The collected data were processed using the Structural Equation Modeling (SEM) with SmartPLS 3.29. The contents of this article are as follows: the literature review and hypothesis development section discusses theories and the relationships among variables. The method section describes the research method, data collection, and measurement. The following section discusses the result of Structural Equation Method (SEM) testing, then summarizes this whole article in the conclusion section.

2. Literature Review

2.1. Theoretical Framework of the Study

This study is based on the following theories: Abraham Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory. These theories are

appropriate for this study because they explain motivation, environment, and employee performance.

2.1.1. Maslow's Hierarchy of Needs Theory

According to psychologist Abraham Maslow, an individual must first fulfill all the needs at their current level of psychological existence before they can advance to the next. Maslow outlined five fundamental human needs: physiological, safety, belongingness and love, esteem, and self-actualization. When fulfilled during a person's life, it leads to a state of satisfaction. Organizations commonly adopt this framework to help motivate their employees (Jain *et al.*, 2019).

2.1.2. Herzberg's Two-Factor Theory

Frederick Herzberg proposed Herzberg's Two-Factor Theory in 1959. According to this theory, employee attitudes toward work and performance are determined by two factors: motivation and hygiene (Ideh *et al.*, 2024). According to Jain *et al.* (2019), motivation factors such as salary increment and a positive working environment motivate employees. Hygiene factors can demotivate and dissatisfy employees, including unfavorable company policies, salary deductions, and unhealthy relationships with managers and colleagues.

2.2. Work Motivation

Work motivation is the power that encourages a person, whether realized or not, to act to achieve a specific desired goal (Riyanto *et al.*, 2021). According to Chien *et al.* (2020), work motivation can be divided into two types, namely extrinsic and intrinsic. Girdwichai & Sriviboon (2020) argue that people with extrinsic motivation dislike their work but continue doing it to receive external rewards, such as promotions or recognition. Intrinsically motivated people, on the other hand, have an internal drive to do their job well.

2.3. Reward

A reward is a form of appreciation an employee receives for his or her achievements at work, in either financial or non-financial forms (Hadi, 2023). Siregar *et al.* (2023) define reward as the appreciation a company gives its employees for helping achieve company goals. There are two types of reward, namely extrinsic and intrinsic reward (Arubayi *et al.*, 2020). According to Maharani *et al.* (2020), extrinsic rewards have a physical form and can be seen, such as bonuses, benefits, and promotions. Meanwhile, Kumari *et al.* (2021) define intrinsic reward as that which lacks a

physical form and is more closely related to satisfaction with one's work and support from coworkers.

2.4. Work Environment

According to Idris *et al.* (2020), the work environment is where workers perform their duties and can influence how they complete their tasks. Meanwhile, Junaidi (2022) defines work environment as the situation and conditions in the workplace, including the workspace, layout, facilities, and relationships between employees. The work environment is divided into two aspects, namely physical and non-physical (Fajar *et al.*, 2022). Singgih *et al.* (2020) describe the physical work environment as including several elements such as ventilation, temperature, noise, and lighting, which determine a person's level of adaptation. Conversely, the non-physical work environment refers to various aspects of work relationship dynamics, such as interaction patterns among employees and their colleagues, superiors, and subordinates (Maya Sari *et al.*, 2021).

2.5. Job Satisfaction

Goetz & Wald (2022) define job satisfaction as an employee's level of pleasure or displeasure toward his or her job. According to Hadi (2023), job satisfaction reflects a person's feelings toward various aspects of their job. Eliyana *et al.* (2019) argue that job satisfaction refers to the extent to which employees are satisfied with their work experience. Job satisfaction is divided into two types, namely extrinsic and intrinsic. Extrinsic job satisfaction encompasses external factors, such as salary, benefits, and corporate culture, while intrinsic job satisfaction encompasses internal factors, such as job challenges, recognition, and autonomy in completing work (Riyanto *et al.*, 2021).

2.6. Employee Performance

According to Ridwan *et al.* (2020), employee performance is the contribution employees make to completing their work and responsibilities as determined by the company. Singgih *et al.* (2020) argue that employee performance is a significant contributor to an organization. According to Eliyana *et al.* (2019), employee performance is a stage of achievement carried out by someone in the company. Meanwhile, Hadi (2023) defines employee performance as an individual's achievement in completing assigned responsibilities. Employee performance is essential to realizing the organization's vision and mission (Ngwa *et al.*, 2019). Employee performance is also evaluated across every department in the company by superiors,

employees, and coworkers (Laras *et al.*, 2021). Superiors should conduct objective rather than subjective performance assessments (Rivaldo & Nabella, 2023). Various methods can be used to evaluate employee performance; one of the most common is the use of Key Performance Indicators (KPIs) (Arubayi *et al.*, 2020).

2.7. Conceptual Framework

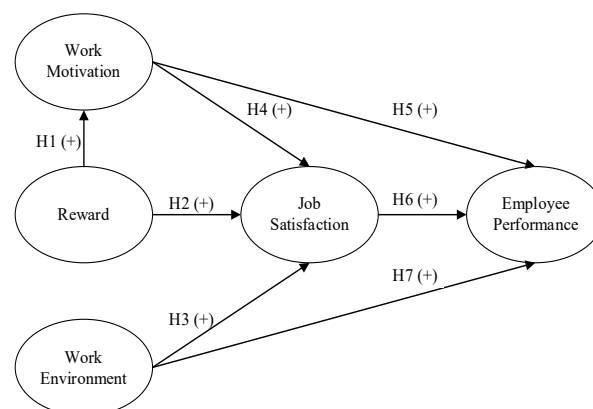


Figure 1. Research model

2.8. Hypothesis Development

2.8.1. Reward for Work Motivation

Rewards are among the main drivers of improved employee performance (Jamal Ali & Anwar, 2021). Company policies regarding reward play an essential role in employee satisfaction (Maharani *et al.*, 2020). Reward can influence positive perceptions of the company and make employees feel more valued (Vesal *et al.*, 2024), resulting in high work motivation (Manzoor *et al.*, 2021). The findings of Husain & Batagoda (2017) and Malek *et al.* (2020) indicate a positive relationship between rewards and work motivation. The study by Nugrahaningsih *et al.* (2021) revealed a significant positive relationship between reward and work motivation. These results align with those of Manzoor *et al.* (2021), who confirmed that reward has a significant positive relationship with work motivation. Based on the reasoning above, we propose: H₁: Reward has a positive effect on Work Motivation.

2.8.2. Reward for Job Satisfaction

The application of reward is one way to increase the level of employee satisfaction at work (Siregar *et al.*, 2023). Each employee has his or her own view of job satisfaction, depending on the reward given by the company. These different views on job satisfaction affect the levels of job satisfaction experienced by each employee (Apriyanti *et al.*, 2021). Giving rewards must

be done fairly by the company (Siregar *et al.*, 2023) and should not be based on whether an employee is liked or disliked. Otherwise, unfair reward can lead to social jealousy, thus triggering negative working relationships (Putra & Damayanti, 2020). This finding is reinforced by previous research by Tirta & Enrika (2020) that reward has a strong positive relationship with job satisfaction. In line with the findings of A. H. Nugroho & Havidz Aima (2022), reward has a significant positive effect on job satisfaction; the higher the reward, the higher the level of job satisfaction. Additionally, Hadi (2023) concluded that rewards influence job satisfaction, and Siregar *et al.* (2023) found that rewards can increase employee satisfaction. Based on the reasoning above, we propose:

H₂: Reward has a positive effect on Job Satisfaction.

2.8.3. Work Environment and Job Satisfaction

The work environment plays an important role (Iskandar & Sitanggang, 2021) in creating a comfortable and pleasant atmosphere for employees (Virgana, 2020). A comfortable work environment can encourage employees to do their jobs well and experience job satisfaction (Nasir *et al.*, 2020). Previous research reviewed by Taheri *et al.* (2020) and Singgih *et al.* (2020) indicates a significant relationship between the work environment and job satisfaction. Furthermore, the results of Ingsih *et al.* (2021) research prove that the work environment positively influences job satisfaction. Additionally, Junaidi (2022) findings revealed a relationship between work environment and job satisfaction. Based on the reasoning above, we propose:

H₃: Work Environment has a positive effect on Job Satisfaction.

2.8.4. Work Motivation and Job Satisfaction

Work motivation plays a vital role in a company's sustainability (Ingsih *et al.*, 2021). Work motivation is a driving factor that motivates employees to achieve goals and obtain job satisfaction (Paais & Pattiruhu, 2020). Higher motivation is associated with greater job satisfaction (S. H. Nugroho *et al.*, 2021). According to Sidabutar *et al.* (2020), there is a positive relationship between work motivation and job satisfaction. Additionally, Pancasila *et al.* (2020) and Paais & Pattiruhu (2020) revealed that work motivation positively and significantly influences job satisfaction. Based on the reasoning above, we propose:

H₄: Work Motivation has a positive effect on Job Satisfaction.

2.8.5. Work Motivation on Employee Performance

Work motivation is one of the many factors that determine employee performance success. Employees

with high motivation levels generally perform better than those with low motivation levels (Manzoor *et al.*, 2021). A lack of employee motivation can affect attendance rates, which, in turn, can affect performance (Girdwichai & Sriviboon, 2020). The findings of Wahyuni *et al.* (2019) and Ratnawati *et al.* (2020) reveal that work motivation positively and significantly influences employee performance. Furthermore, Virgana (2020) research showed a strong relationship between work motivation and employee performance. Additionally, Riyanto *et al.* (2021) confirmed the influence of work motivation on employee performance. Based on the reasoning above, we propose:

H₅: Work Motivation has a positive effect on Employee Performance.

2.8.6. Job Satisfaction on Employee Performance

Employees who are satisfied with their jobs tend to be highly disciplined and productive, and generally perform optimally (Pancasila *et al.*, 2020). Therefore, job satisfaction is a crucial factor in improving employee performance (S. H. Nugroho *et al.*, 2021). This is supported by the findings of Pancasila *et al.* (2020) and Paais & Pattiruhu (2020), who found that job satisfaction positively and significantly influences employee performance. Nasir *et al.* (2020) and Junaidi (2022) also confirmed that job satisfaction significantly influences employee performance. Based on the reasoning above, we propose:

H₆: Job Satisfaction has a positive effect on Employee Performance.

2.8.7. Work Environment on Employee Performance

An employee's work is shaped by the company's environment (Junaidi, 2022), as this plays an essential role in supporting employee performance (Sadewo *et al.*, 2021). A conducive work environment certainly makes employees feel comfortable, which in turn increases performance (Maya Sari *et al.*, 2021). However, the work environment can also influence whether employees stay or leave a company (Islam *et al.*, 2023). A previous study by Singgih *et al.* (2020) found a significant influence of work environment on employee performance. The study by Nguyen *et al.* (2020) also shows that the work environment affects employee performance. Furthermore, Nasir *et al.* (2020) found that the work environment significantly influences employee performance. Additionally, the study by Ingsih *et al.* (2021) revealed that the work environment positively influences employee performance. Based on the reasoning above, we propose:

H₇: Work Environment has a positive effect on Employee Performance.

3. Methods

3.1. Research Method and Data Collection

The data required for this research was collected through an online survey using the Google Forms platform. Each item in the questionnaire was measured using a six-point Likert scale ranging from 1 (strongly disagree) to 6 (strongly agree). This study employed a saturated sample method, which included all staff members in the concrete iron industry, yielding a total of 180 respondents. Samples were selected based on socio-demographic characteristics, including gender,

age, marital status, work experience, and highest level of education.

3.2. Measurement

This study measures five variables, namely work motivation, reward, work environment, job satisfaction, and employee performance. Each variable is measured using a questionnaire adapted from previous research. Work motivation is measured using six statements adapted from Shahzadi et al. (2014) and Camilleri (2021), divided into two subscales. The reward variable comes from Ahmad *et al.* (2020) and uses five statements.

Table 1. Item measurement

Variable	Item	Source
Work Motivation	WM1: I feel satisfied when I finish my work successfully	Shahzadi <i>et al.</i> (2014)
	WM2: I feel dissatisfied when I do less than optimal work	Camilleri (2021)
	WM3: I feel proud when I do my job as well as I can	
	WM4: I feel unhappy when I do work that does not meet standards	
	WM5: I like to double-check the work I have done well	
	WM6: I try to find the most effective alternative to get the job done	
	WM7: I enjoy my job very much	
	WM8: I am pleased with my job	
Reward	R1: The reward I receive are commensurate with my responsibilities	Ahmad <i>et al.</i> (2020)
	R2: The reward increases reasonably every year	
	R3: I am satisfied with the retirement plan	
	R4: I feel that the process of evaluating and determining promotions or bonus increases is just and fair	
	R5: I received recognition or praise for a job well done	
Work Environment	WE1: I feel comfortable working in a cubicle	Riyanto <i>et al.</i> (2017)
	WE2: I feel comfortable working in an open space	Ahmad <i>et al.</i> (2020)
	WE3: I feel uncomfortable with the change in the office layout	
	WE4: I feel disturbed when the company is doing renovations	
	WE5: The facilities in my workplace, such as lighting and ventilation, are adequate	
	WE6: I have adequate resources to do my job	
	WE7: The workload given to me is in accordance with my capacity	
Job Satisfaction	JS1: I feel like there is a good balance between the demands of work and my personal life	Paais & Pattiruhu (2020)
	JS2: I feel proud to be a part of this company	Goetz & Wald (2022)
	JS3: I feel motivated to give my best in my work	
	JS4: I feel satisfied working with my teammates	
	JS5: I feel that the company is very attentive to the suggestions and complaints that I convey	
	JS6: I feel that management shows enthusiasm for my career development at the company	
	JS7: I am satisfied with my current job	
	JS8: I like my job	
Employee Performance	EP1: I finish work on time	Apriyanti <i>et al.</i> (2021)
	EP2: I can easily adjust to changes in working conditions	Alsafadi & Altahat (2021)
	EP3: I prioritize accuracy in work	
	EP4: I feel appreciated when I give new ideas in work	
	EP5: I try to get my teammates involved in finding solutions to the problems faced	
	EP6: I feel satisfied with my performance achievements last year	
	EP7: I managed to achieve the predetermined target	
	EP8: I make sure my work is done before leaving the office	

The work environment variable is measured using 4 statements adapted from Riyanto *et al.* (2017) and Ahmad *et al.* (2020), divided into 3 statements. Job satisfaction is measured by six statements adopted from Paais & Pattiruhu (2020) and Goetz & Wald (2022), consisting of 2 statements. Finally, employee performance is measured using 5 statements from Apriyanti *et al.* (2021) and Alsafadi & Altahat (2021), each divided into 3 statements. A total of 36 questionnaire statements were adopted, as shown in Table 1.

3.3. Data Analysis Method

This quantitative approach was used to test the relationship between variables through hypothesis testing with the Structural Equation Model (SEM) method. Data processing and analysis were conducted using SmartPLS 3.29. Validity tests were performed to assess the questionnaire's reliability and ensure the accuracy and suitability of the measurements. The validity tests used Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values. Values above 0.50 indicate that factor analysis is acceptable; values below 0.50 are not. Reliability was measured using Cronbach's alpha, which should exceed the recommended criterion of >0.70 (Eliyana *et al.*, 2019).

4. Result

4.1. Respondent Profile

Based on the questionnaire distribution, Table 2 presents the demographic analysis of the 180 respondents. Of the total 180 respondents, 65.56% were female, and 34.44% were male. Of those, 59.44% were unmarried, and 40.56% were married. The majority of respondents were aged 21-34 years old (71.11%). Most of the respondents had 1-5 years of work experience (56.67%).

Table 2. Respondent's demography

Profile	Classification	Total	%
Gender	Female	118	65.56%
	Male	62	34.44%
Age	21 – 34 years	128	71.11%
	35 – 44 years	44	24.44%
	45 – 54 years	8	4.45%
Marital Status	Not Married	107	59.44%
	Married	73	40.56%
Work Experience	1 – 5 years	102	56.67%
	5 – 10 years	49	27.22%
	10 – 15 years	24	13.33%
	> 15 years	5	2.78%
Latest Education	Bachelor	180	100%

4.2. Measurement Model

To test the measurement model in this study, Hair *et al.* (2021) explained that a construct is considered valid when all variables show an Average Variance Extracted (AVE) value ≥ 0.50 . Meanwhile, construct reliability is evaluated using Cronbach's Alpha and Composite Reliability (CR), with recommended values of ≥ 0.70 indicating acceptable levels. Based on the validity and reliability test results presented in Table 3, this study as a whole has met the validity and reliability criteria. This study also conducted a structural test analysis to evaluate the R^2 values in each equation, which represent the strength of the independent variables in explaining the dependent variable (Table 4).

Table 3. Validity and reliability test results

Variables	Cronbach's α	rho A	CR	AVE
Employee Performance	0.921	0.922	0.935	0.645
Job Satisfaction	0.921	0.925	0.936	0.648
Reward Work Environment	0.864	0.875	0.903	0.651
Work Motivation	0.939	0.941	0.950	0.731
Work Motivation	0.949	0.950	0.957	0.737

Table 4. R-squared test results

Variables	R Square	R Square Adjusted
Employee Performance	0.940	0.939
Job Satisfaction	0.780	0.776
Work Motivation	0.433	0.430

4.3. Goodness of Fit Model

These findings are categorized as a good fit, as indicated by the Standardized Root Mean Square Residual (SRMR) value in the model test results. The Standardized Root Mean Square Residual (SRMR) is considered a good fit if it is below 0.1. This study obtained a Standardized Root Mean Square Residual (SRMR) value of 0.074, indicating that the model is in the good fit category. The complete test results are in Table 5.

Table 5. Goodness of fit test result

	Saturated Model	Estimated Model
SRMR	0.074	0.077
d_ ULS	3.662	3.981
d_ G	3.034	3.070
Chi-Square	2611.207	2606.795
NFI	0.660	0.661

4.4. Hypothesis Testing

Based on the results of hypothesis testing shown in Table 6, all hypotheses in this study have t-values above 1.96, so it is concluded that the data provide support for the research hypothesis. Reward has a positive influence on work motivation and job satisfaction, so H1 (t-value = 8.923) and H2 (t-value = 10.237) are supported. Work environment and work motivation positively influence job satisfaction, so H3 (t-value = 9.753) and H4 (t-value = 3.212) are supported. Work motivation, job satisfaction, and the work environment positively influence employee performance, so H5 (t-value = 6.556), H6 (t-value = 20.853), and H7 (t-value = 4.936) are supported.

Table 6. Hypothesis testing result

Relationship	t-value	Result
Reward → Work Motivation (H1)	8.923	Supported
Reward → Job Satisfaction (H2)	10.237	Supported
Work Environment → Job Satisfaction (H3)	9.753	Supported
Work Motivation → Job Satisfaction (H4)	3.212	Supported
Work Motivation → Employee Performance (H5)	6.556	Supported
Job Satisfaction → Employee Performance (H6)	20.853	Supported
Work Environment → Employee Performance (H7)	4.936	Supported

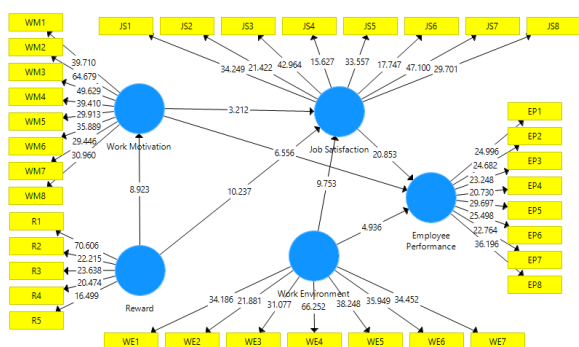


Figure 2. Path diagram t-value

5. Discussion

These findings provide an empirical test of the author's hypotheses about the influence on all staff employees in the iron and concrete industry. The study begins with the relationships between reward and work motivation, reward and job satisfaction, work environment and job satisfaction, work motivation and job satisfaction, work motivation and employee performance, job satisfaction and employee performance, and work environment and employee performance.

This research proves that the relationship between reward and work motivation is positive. Employees who receive recognition or praise for their work can be motivated by it, feeling proud and appreciated. At the company where the research was conducted, a KPI is undertaken at the end of the year. Respondents who receive positive assessments are recognized or praised, which increases their motivation. Additionally, a fair process for determining promotions or bonuses can motivate employees to work harder. Previous research shows that increases in company-provided rewards are directly associated with higher employee motivation (Husain & Batagoda, 2017). Therefore, providing rewards is one factor that can potentially influence employee work motivation. This finding validates the positive influence of reward on work motivation. This finding is consistent with previous studies by Husain & Batagoda (2017), Malek *et al.* (2020), Nugrahaningsih *et al.* (2021), and Manzoor *et al.* (2021).

The next topic discussed in this study is the positive influence of reward on job satisfaction. Based on respondents' responses about the company where the researchers conducted their study, there is a promotion system that can be interpreted as an award. Companies generally assume that appropriately and fairly awarding promotions or bonuses is an effective way to increase job satisfaction. Conversely, when employees feel that the company does not appreciate their achievements, they tend to be dissatisfied with their work. Thus, when companies give appropriate awards that align with employees' needs, it can be a practical approach to increasing job satisfaction. According to A. H. Nugroho & Havidz Aima (2022), the higher the award obtained by the employee, the greater his or her satisfaction at work. This is supported by the results of studies by Tirta & Enrika (2020), A. H. Nugroho & Havidz Aima (2022), Hadi (2023), and Siregar *et al.* (2023), which found a positive influence between reward and job satisfaction.

The work environment also positively influences job satisfaction. A comfortable and safe work environment allows employees to work more efficiently and productively. This can increase their comfort and satisfaction with their work (Ingsih *et al.*, 2021). One factor is the presence of adequate workplace facilities. According to the respondents in this study, the company has provided sufficient facilities, such as an open workspace, which allows employees to interact with other teams more easily. Additionally, there is good lighting, a meeting room with presentation equipment, and a telephone booth, all of which help employees increase work efficiency and productivity. By fostering a positive work atmosphere, the company enhances job satisfaction, which benefits the company as a whole. These findings are consistent with those of

Taheri *et al.* (2020), Singgih *et al.* (2020), and Ingsih *et al.* (2021), who also found that the work environment positively influences job satisfaction.

This finding reveals the influence of work motivation on job satisfaction, as the two are closely related. According to the research findings, respondents are satisfied. Based on this data, respondents with high work motivation tend to be more enthusiastic about completing their work. Ultimately, they feel satisfied and proud because they have contributed to the workplace. This sense of satisfaction and pride will then motivate employees to continue making the best contributions to their next job. These results align with those of S. H. Nugroho *et al.* (2021), who found that increased employee work motivation is directly proportional to job satisfaction, and vice versa. Support for this relationship is also seen in the research of Sidabutar *et al.* (2020), Pancasila *et al.* (2020), and Paais & Pattiruhu (2020), which consistently demonstrate a positive influence of work motivation on job satisfaction.

This study found that work motivation is positively related to employee performance. Based on the reviewed work motivation and employee performance, respondents feel that they can perform well. In this case, employees' performance in administrative, financial, accounting, and tax roles is evaluated using Key Performance Indicators (KPIs), which are assessed annually at year-end. Work motivation is one of the main factors that can affect employee performance. High work motivation is usually directly proportional to optimal performance, whereas low motivation is associated with lower performance (Manzoor *et al.*, 2021). Good performance increases the likelihood of achieving targets. Consequently, employees will work more professionally and take responsibility for their work. Responsibility can be demonstrated by checking back on completed work. Additionally, finishing work before leaving the office demonstrates professionalism in time management and commitment to the job. These findings support previous research by Wahyuni *et al.* (2019), Ratnawati *et al.* (2020), Virgana (2020), and Riyanto *et al.* (2021) on the positive impact of work motivation on employee performance.

This study also found that job satisfaction positively affects employee performance. This finding reveals that job satisfaction can improve performance levels. Employees who are satisfied with their work tend to be more disciplined and productive, resulting in better performance (Pancasila *et al.*, 2020). Ultimately, employees succeed in meeting predetermined targets. According to the respondents in this study, to increase employee performance, the company first increased job satisfaction by providing work aligned with each

employee's capacity, enabling them to achieve predetermined targets. These results support those of previous studies by Pancasila *et al.* (2020), Paais & Pattiruhu (2020), Nasir *et al.* (2020), and Junaidi (2022), which found a positive relationship between job satisfaction and employee performance.

This finding concludes that the work environment positively influences employee performance. Adequate workplace resources, including human and financial resources, make employees feel safe and help them work efficiently, enabling them to perform optimally. Conversely, a shortage of human resources in the workplace can reduce employee performance. Sadewo *et al.* (2021) state that the work environment has a crucial influence on supporting employee performance. These results align with the findings of Singgih *et al.* (2020), Nguyen *et al.* (2020), Nasir *et al.* (2020), and Ingsih *et al.* (2021), who also found that the work environment positively influences employee performance.

These findings have several limitations that need to be considered and refined in future research. First, this research focused on one company in the concrete iron industry and does not necessarily reflect the industry as a whole. Second, the study examined only the reward side, omitting the salary variable, which may affect employee performance. Third, the entire population became the research sample. Given these limitations, the author suggests that future research should examine a broader range of concrete iron companies in Indonesia to gain a deeper understanding of the factors influencing employee performance. Additionally, future research should include the salary variable to determine its effect on employee performance. Given the differences in salary levels in Indonesia by educational background and work experience, salary variables should be considered in future research. Finally, when selecting research samples, criteria should be established based on job level, as employee performance measurement methods vary by job level.

The managerial implications of this study regarding work motivation and job satisfaction are that companies should hold more frequent seminars, training programs, and development programs for employees on administration to improve their knowledge and skills and increase their satisfaction with their work. Furthermore, regarding the work environment, companies may consider offering different workspace options. Open workspaces enable employees to interact more easily across teams. However, companies should also provide dedicated workspaces for tasks that require high concentration and confidentiality. Offering diverse workspace options can enhance job satisfaction and performance. Lastly, regarding employee performance, managers should be proactive listeners who consider and provide constructive

feedback on employees' new ideas. By understanding and implementing these managerial implications, companies can help employees improve their motivation, job satisfaction, and performance, thereby contributing to positive outcomes for the company as a whole.

6. Conclusions

The results of this study provide evidence that all of the constructed hypotheses have a positive impact on each other. Specifically, reward has a positive influence on work motivation and job satisfaction. The higher the reward given, the higher the level of work motivation and satisfaction. A positive work environment positively influences job satisfaction. Similarly, work motivation positively influences job satisfaction. Work motivation positively influences employee performance. Employees with high work motivation generally demonstrate optimal performance, compared to those with low motivation. Job satisfaction has been proven to positively impact on employee performance, as does work environment, which also contributes positively to employee performance.

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