

Employee Performance in Indonesian Companies: Work Environment, Training & Career Development, and Rewards & Recognition as Antecedents

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ABSTRACT

Objective – The purpose of the study was to find out which antecedent has the greatest impact on employee performance: work environment, training and career development, or rewards and recognition.

Methodology – The data collection technique uses random sampling which produces data from the perspective of people who are experienced as employees of a company or organization with expectancy theory as the base measurement of the analysis.

Findings – The findings revealed that work environment had the biggest influence on employee's work performance, while training and career development did not.

Novelty – The suggested employee performance study will contribute to the growing body of knowledge aimed at understanding behavior of employees in Indonesia.

Keywords: *employee performance; training; career development; rewards; recognition; work environment*

JEL Classification: L20, M53, J81

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I. INTRODUCTION

The business world is growing along with the development of technology. This can be seen from the emergence of many new companies in various fields, which will create new global competition in the business market to become the best company (Choi et al., 2020). From this, one of the important assets that must be owned by the company is adequate human resources to carry out the company's activities as a whole to obtain maximum profitable results (Agudelo & Saavedra, 2016). Human resource development is a process of improving the quality or human capability in order to achieve the company's goals (Kareem & Hussein, 2019). It will also make the employees focus and take responsibility for their tasks.

Not only for the company, but also it is a part of a manager's job that helps employees to set and reach goals, and to see how they contribute to the company objectives and setting the right targets (Pervais et al., 2021). This goal can be achieved as much as possible if it is supported by good performance from employees. To get good performance from employees, a structured and effective direction must be sought. To achieve this, companies need to provide motivation to develop the quality of human resources that will improve employee performance.

Motivation is also can be described as the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal (Munyeka, 2014). Motivation arises from within humans because of the encouragement by the existence of an element of purpose. This goal is related to needs, it can be said that there will be no motivation if there is no perceived need (Eccles et al., 2020). Motivation is expected to have a positive effect on work performance (Forson et al., 2020). While, employee performance is defined as how an employee fulfills their job duties and executes their required tasks, referring to the effectiveness, quality, and efficiency of their output (Pradhan & Jena, 2016). There are several factors that can affect the quality of employee performance, including training and career development, rewards and recognition, and work environment. By having motivation, employees will become active in completing various tasks according to their responsibilities and employees will have job satisfaction and high performance, and have a strong desire to succeed. The positive mental attitude of employees towards work situations strengthens their work motivation to achieve maximum performance. Thus, motivation in this case is actually a response to an action.

Based on the discussion, the purpose of this study is to investigate the effect of motivation factors on employee performance. This project focuses on the following research questions: 1. How does work performance influence employee performance? 2. How do training and career development influence employee performance? 3. How do reward and recognition influence employee performance?

II. LITERATURE REVIEW

According to Rahim and Jam'an (2018), performance is the degree to which an employee contributes to the goals of the work. Performance can be defined as a multicomponent concept in relation to the behavioral engagements of an employee (Pradhan & Jena, 2016). Employee performance includes the behaviors, actions, and outcomes of employees pertaining to their contribution to the organization (Prasetya, 2018). Hirschi and Spurk (2021) also noted that the behavior of employees refers to the action that individuals display to achieve goals, while the outcome factor refers to the consequences of a certain individual's behavior in work. Furthermore, job performance can be referred as and effectiveness with which job occupants execute their assigned tasks, that realizes the fulfillment of organization's vision while rewarding organization and individual proportionately (Pradhan & Jena, 2016).

Over the decades, a plethora of definitions and literature pertaining to motivation have been developed by academia. The word motivation is derived from "movere", the Latin term for "to move," referring to the internal force within individuals that drive ones-self to achieve (Vroom, 1964). Reflecting on the root of the terminology, motivation exists based on a motive or a factor that causes another thing to act; leading to the definition of motivation as the impetus of providing motive that causes someone to act (Tan & Waheed,

2011). Gredler et al. (2004) mentioned that motivation is described as the quality that influences our decision to do or not do anything. Burton (2012) subsequently defined motivation as an essential aspect that is accountable for people's activities. Looking at literature developed on the topic of motivation, it is agreed that motivation can be referred to as the reason principal to behavior. However, over the years, the concept of motivation has been further developed in which studies have classified the existence of intrinsic and extrinsic motivation. Ryan and Deci (2000) define intrinsic motivation as the activities done for its inherent satisfaction rather than the possible consequences. This means that an intrinsically motivated individual accepts challenges and strives to achieve the desired results without the existence of external pressure or coercion. Meanwhile, extrinsic motivation is introduced as the activities done exclusively for the purpose of receiving rewards or other extrinsic incentives (Oudeyer & Kaplan, 2007).

Connecting the concept of motivation with employee performance, Nilasari et al. (2021) suggest that different factors or elements that motivates employees to accomplish and pursue their job goals or tasks can influence the way employees behave or act, which is reflected through their performance. Thus, the conceptual framework has been constructed to investigate how the determinants of motivation, training and career development, rewards and recognition, and work environment affects the performance of employees in their job.

Training and Career Development on Employee Performance

Tahir et al (2014) refers to training and development as the acquisition of understanding, knowhow, techniques, and practices. According to Sims (2002), training focuses on present jobs while career development focuses on preparing employees for future opportunities. Thus, the objective or purpose of training and career development is essentially to contribute to the overall goals of the organization. Sims (2002) emphasizes the importance of closing the skills gap of employees as it is critical in maintaining the productivity and competitiveness of organizations. This is supported by Katcher and Snyder (2003), in which their research developed the idea of how the effect of training and development on employee performance is integral in encouraging growth within the workers and the organization in conjunction with each other.

Validating previous literature review on the topic, Switzer et al. (2005) notes that training and career development is considered to be an important factor that coils assist employees or workers in acquiring a strong knowledge base, and in applications. Rowold (2007) also found the advantages of training and development in employees which involves the stimulation of individual thought processes, enhancement of effective team work, and also the development of leadership qualities; factors that could build employees' self-drive to attain organizational goals.

Furthermore, Tahir et al. (2014) suggests that training of employees is imperative in the management of human resources as it can improve workers' performance at both the individual and organizational levels. This could happen due to how training and development allows employees to partake in activities that focus on skills enhancement, empowerment, and career development (Rodriguez & Walters, 2017). It provides employees with the chance to acquire skills and knowledge to effectively perform their tasks, and for them to gain promotion or career advancement opportunities. Therefore, it is agreed that training and career development is advantageous for both the organization and its employees because aside from resulting in

improved profitability and morale in the workforce, training and development also benefit employees by making them better decision makers and effective problem solvers (Sims, 2002). Therefore, based on the discussion, it can be hypothesized:

Hypothesis 1: Training and career development positively affect employee performance.

Rewards and Recognition on Employee Performance

Human resources literature generally acknowledges the impact of motivation on employees' performance. Kumari et al. (2021) mentioned that rewards and promotions is an important tool or device that could maintain and develop employee motivation. Rewards and recognition include decision making processes that involve allocating benefits and compensation for employees' contribution to the organization; the objective of rewards and recognition is to provide a system that allows the delivery of positive consequences or incentives for employees, which eventually also results in higher level of performance (Pratheepkanth, 2011).

Njanja et al. (2013) argues that employees perform well when they are given rewards, and the way to motivate employees is to reward them when they achieve organizational goals, exceed expectations, or surpass targets. Rewarding employees generates self-motivation within individuals, driving employees to set higher standards for themselves as they do their job with a positive mindset and put immense effort to achieve the goals. The rewards system reinforces positive behavior that directly and positively influences employee's performance (Ibrar & Khan, 2015).

In addition to that, the effects of rewards and recognition on employee performance is also present in expectancy theory. It is widely agreed that the expectancy theory explains the concept of motivation. The theory argues that the impetus of individuals to act a certain way is dependent on the strength of our expectation on the end results and the attractiveness of the outcome (Osafo et al., 2021). Within an organizational setting, it can be said that employees are motivated to give high effort and perform well when they believe that it will bring them rewards and appraisal, which could be in the form of salary increases, bonuses, or even intrinsic rewards that satisfies their personal goals. This is highly apparent in the relationship between rewards and personal goals proposed by the theory, in which organizational rewards could satisfy an individual's personal goals or needs, leading to better overall performance (Robbins & Judge, 2017). Therefore, based on the discussion, it can be hypothesized:

Hypothesis 2: Rewards and recognition positively affect employee performance.

Work Environment on Employee Performance

Ollukkaran and Gunaseelan (2012) identified work environment as the place or setting that one works in, which refers to the milieu or the social environment around a person. Work environment refers to the social and professional environment where an individual interacts with other people in a work setting. It is argued in numerous literatures that the work environment has a significant impact on employee performance and productivity (Demus et al., 2015). According to Supriyanto et al. (2020), fostering a work environment where employees are productive and well performing is essential in an organization's endeavor of increasing profits and effective operations. In other words, creating a workplace environment that could

make employees enjoy their work, have pride in what they do, and can reach their potential is a crucial factor in an organization.

A past research by Ollukkaran and Gunaseelan (2012) suggests that the workplace environment is capable of impacting employee morale, productivity, and engagement; both positively and negatively. They also emphasize the idea that the quality of the employee's workplace environment is the most significant factor that affects employee's motivation and performance subsequently. Work environment plays a huge role in motivating employees to become engaged with their organization, and significantly influence their error rate, level of innovation, collaborative capabilities, and even absenteeism (Mariza, 2016; Samson et al., 2015; Kammoun & Dhifaoui, 2021).

Elaborating on the model of work environment and employee performance developed in previous literature works, Putri et al. (2019) argues that a conducive and comfortable work environment is very likely to incite enthusiasm in employees which consequently will improve performance and work discipline in employees' jobs. It is emphasized that a comfortable work environment and good employee relationships affect employee performance because when workers are comfortable in their work environment, they will become more disciplined and driven to achieve the goals of the organization. This argument is supported by Imran et al. (2012) and Badrianto and Ekhsan (2020), in which they used quantitative methods to prove that there is positive and significant impact between work environment and employee performance as it holds a mediating role in the relationship between transformational leadership and employee performance. Therefore, based on the discussion, it can be hypothesized:

Hypothesis 3: Work environment positively affects employee performance.

III. METHODOLOGY

Research Approach

This research methodology used a quantitative approach by using primary data collected through an online survey. Quantitative research defined by the precise variable measurement of data sets. As the quantitative method in general, several components built up this study, such as research design, test and measurement, and statistical analysis. This study was distributed through an online survey platform since nowadays people have moved to the online system, (Wright, 2017). In this study, there are four variables: work environment, training and career development, reward and recognition, and employee performance.

Data Collection Method

As primary data, the data collected for this study gathered through an online survey platform, Google Forms. The questionnaire was distributed through several social media such as WhatsApp, Instagram, and Twitter. The samples in this study were 104 workers in large cities in Indonesia. The majority of respondents (52.3%) are full-time workers, and the remainder are interns, students with working experience, and freelancers. The survey design made in the form of a Likert scale used to measure the level of agreement that is suitable to the respondent. This study used scale items consisting of 6-point Likert scales that presents 1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = slightly agree; 5 = agree; 6 = strongly agree to measure the responses.

Time and Place of Research

This study was conducted from October until November 2021, including the research preparation, process of data collection, processing the data, and data analysis. For the data collection, the questionnaire was spread to 104 respondents using an online survey platform, Google Forms. The data collection process was conducted for a week. In this research, the data collection uses Likert Scale measurement. Besides, the respondents of this research were people with work experience.

Table 1. Variable Operationalization

Variable	Definition	Items	Reference
Work Environment	The relationship among the employees, also between the employers and the environment in their workplace includes the technical, the human and the organizational environment.	3	Hanaysha and Majid, 2018; Ramli, 2019
Training & Career Development	Training the process of learning the necessary abilities for a specific job is known as training. Career Development is a longer-term aim that requires a broader set of skills, such as decision-making, creative thinking, and people management.	4	Hanaysha and Majid, 2018; Ramli, 2019
Reward & Recognition	The system where people are recognized for their accomplishments in either intrinsic or extrinsic ways in this system.	4	Hanaysha and Majid, 2018; Ramli, 2019
Employee Performance	Employee performance is how the employee fulfils the duties of the role, completes their tasks and how they behave in the workplace, and it can be measure from the include the work quality, work quantity and work efficiency.	4	Hanasya & Majid, 2018; Ramli, 2019

IV. RESULTS AND DISCUSSION

This study produced several important findings including the magnitude of influence given from motivational variables on employee performance. Before analyzing the research data, the researchers first tested the validity and reliability of the research data by using SPSS. After that, the analysis was regressed using SPSS to measure the significant impact of motivational variables on employee performance.

Reliability Testing

Reliability test is conducted to determine the extent to which the measurement results remain consistent if the measurement is carried out twice or more on the same object with the same measuring instrument (Pangaribuan & Febriyanto, 2019). Furthermore, to determine the reliability of the questions in the questionnaire, Cronbach’s Alpha technique was used. An instrument is considered reliable, if the alpha coefficient is above 0.6 (Ghozali, 2006). Calculation of reliability tests carried out with statistical programs or SPSS can be seen in table 2. The results of reliability testing on all question items obtained Cronbach Alpha values greater than 0.6 so that it can be concluded that all of the research question items have met the reliability requirements or in other words that the questionnaires are reliable as a research instrument.

Table 2. Reliability Test

Construct	Code	Item	Alpha
Work Environment	WE1	I feel my supervisor always recognizes my work.	0.601
	WE2	I receive supervisor’s help with my problems.	0.659
	WE3	The co-workers maintain a good communication.	0.726
Training & Career Development	TCD1	I receive trainings for my career advancement.	0.882
	TCD2	I receive trainings to improve my work quality.	0.884
	TCD3	The opportunity for career development motivates me to improve my work.	0.882
	TCD4	The management advances me along my career path.	0.874
Rewards & Recognition	RR1	I get a worthy salary and benefits.	0.780
	RR2	The management of the institution shows gratitude for a job well done.	0.746
	RR3	I receive monetary incentives for a job well done.	0.844
	RR4	The management recognizes my work.	0.755
Employee Performance	EP1	I accomplish tasks quickly and efficiently.	0.832
	EP2	I have a high standard of task accomplishment.	0.822
	EP3	My work outcomes are of high quality.	0.842
	EP4	I accomplish my task on time.	0.876

Validity Testing

The validity of the data was tested by correlating the answer scores obtained on each item with the total score of all items. The results and correlations must be significant based on certain statistical measures. The validity test was carried out using the Pearson correlation method assisted by the SPSS program.

The validity test is used to verify the level of accuracy of a measuring instrument in carrying out its measuring function by performing product moment calculations on questionnaire items using a statistical computer program (SPSS). If the *R* count exceeds the *R* table, the questionnaire is said to be valid, and vice versa. The SPSS calculations in table 3 show the outcomes of these tests. The results of the validity testing on all items had *R* count values larger than 0.194 of the *R* table, implying that all of the items met the validity standards, or that the items are valid as a research instrument.

Regression Analysis

In this work, regression is employed as the analytical technique. The goal of regression analysis is to analyze the relationship between variables. In general, the investigator or researcher aims to determine the causal effect of one variable on another, as well as to determine the statistical significance of the correlation (Rawlings, 2001). For this study, regression is used with SPSS to analyze the motivation factors and their impact on employee performance based on three independent variables: Work Environment, Training & Career Development, Reward & Recognition, and Employee Performance as the dependent variable.

From Table 4, the multiple linear regression equation is as follows:

$$Y = 2.787 + 0.369X1* + 0.079X2 + 0.185X3*$$

X1 = Work Environment

X2 = Training & Career Development

X2 = Reward & Recognition
 Y = Employee Performance

Table 3. Validity Test

Construct	Code	Item	R Count
Work Environment	WE1	I feel my supervisor always recognize my work.	0.844
	WE2	I receive supervisor’s help with my problems.	0.778
	WE3	The co-workers maintain a good communication.	0.820
Training & Career Development	TCD1	I received training for my career advancement.	0.881
	TCD2	I received training to improve my work quality.	0.888
	TCD3	The opportunity for career development motivates me to improve my work	0.880
	TCD4	The management advancing me along my career path.	0.894
Rewards & Recognition	RR1	I get a worthy salary and benefit	0.831
	RR2	The management of the institution shows gratitude for a job well done.	0.856
	RR3	I receive monetary incentives for a job well done.	0.740
	RR4	The management recognize my work.	0.846
Employee Performance	EP1	I accomplish tasks quickly and efficiently.	0.870
	EP2	I have a high standard of task accomplishment.	0.887
	EP3	My work outcomes are of high quality.	0.855
	EP4	I accomplices my task on time.	0.823

Based on Table 4, we can conclude that:

- a. Positive constant coefficient of 2.787 means that if all the variables Work Environment (X1), Training & Career Development (X2), Reward & Recognition (X3), and Employee Performance (Y) will still have 2.787 values.
- b. Work Environment (X1) has a strong positive significant impact on Employee Performance (Y), as the coefficient is 0,369 and the significance level of X1 (0.000) is less than 0.05 (significance level of 5%). Meaning that every rise of +1 value in X1 will cause the Y to rise about 0.369.
- c. Training & Career Development (X2) has a positive but not significant impact on Employee Performance (Y), as the coefficient is 0,079 and the significance level of X2 (0.298) is more than 0.05 (significance level of 5%).
- d. Reward & Recognition (X3) has a positive significant impact on Employee Performance (Y), as the coefficient is 0.185 and the significance level of X1 (0.028) is less than 0.05 (significance level of 5%). Meaning that every rise of +1 value in X3 will cause the Y to rise about 0.185.

Table 4. Multiple Linear Regression Analysis

Model	B	Std. Error	Beta	t	Sig.
Constant	2.787	0.366		0.764	0.000
WE	0.369	0.102	0.417	3.614	0.000
TCD	-0.079	0.076	-0.121	-1.045	0.298
RR	0.185	0.083	0.264	2.233	0.028

V. CONCLUSION

Based on the background of the problem and the objectives of this research, the following conclusions can be drawn:

1. Work environment has a significant effect on employee performance. It can be interpreted that the better the atmosphere they receive in the work environment, the better the performance of employees so that they have the potential to achieve job satisfaction.
2. Training and career development has no significant effect on employee performance. It can be interpreted that the increasing or poorer training provided to employees does not really have an effect on employee performance in their work.
3. Reward and recognition have a significant effect on employee performance. It can be interpreted that the increasing rewards and recognition obtained by employees will have an impact on increasing employee performance at work.

This result means that the better the level of comfort in the work environment and the rewards and recognition that employees get, the better their performance at work will be. Although training and career development have reliable Cronbach's Alpha scores and have a positive correlation with employee performance, the effect is considered insignificant on employee performance when tested on a simple regression model.

Theoretical Implication

Based on the model developed in this study, it can strengthen theoretical concepts and provide empirical support for previous research by the following notes:

1. Employee performance is affected by their own internal motivation and is also supported by external factors. This research supports the results of past research which says training or counseling for employees can help them improve their weaknesses and shortcomings (Akinbowale & Jinabhai, 2014). This is proven in this research, but it is emphasized in this paper that career training and development does not have a significant effect on employee performance.
2. The results of this study have similarities with previous research on the situation or culture in the work environment which has a significant association with the job performance of employees of an organization which leads to the effectiveness and efficiency of employee workforce management (Awadh & Alyahya, 2013).

3. The results of this study are contrary to the studied by previous researcher who stated that rewards and recognition had no significant effect on employee performance (Ndungu, 2017). However, in this research only examine data from employees at Kenyatta University. The research also states that different possibilities will occur outside of Kenyatta University, where the research in this paper states the truth of the past research possibilities.

Managerial Implication

Based on the results of the research described above, the managerial implication is to make the work environment comfortable and the appropriateness of giving rewards and recognition because they provide the main determining effect in influencing employee work performance. Therefore, it is very important for managers in companies, especially Human Resources or decision makers, to pay attention to employee perceptions of the quality dimensions of the work environment and the rewards and recognition they will experience, such as fairness, relationships between employees, and comfort at work, and sense of respect for the rights and obligations of workers. These two dimensions are factors that have a significant effect on the quality of employee performance which in turn can produce satisfactory work results.

Limitation and Future Research

This research is still being examined from a random population which for each company must have a different work environment, training and career development program, and reward and recognition aid. In addition, the study in this paper is carried out using quantitative methods with data calculation parameters using simple linear regression and data validation where there are many other methods that can be used to measure and determine the effects related to the three variables in this study. Also, in future research, qualitative methods can be used which provide a clear picture of the real worker's perspective which will certainly get a different point of view compared to the quantitative method in this paper. The study also said that training and career development for employees did not have a real effect in the near future on employee performance. However, researchers believe it can have a significant positive effect on the other side of worker performance which may be the object of study for future research.

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