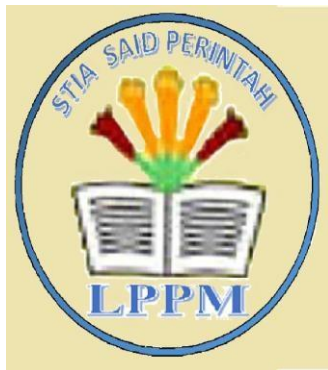

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The Power of Recognition: Enhancing Employee Performance Through Commitment and Satisfaction

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Abstract

The study sought to find out how the reward system and job satisfaction of employees can affect their work. It was conducted in The One-Stop-Investment-and- Integrated-Services-Office (DPMTSP) in Surakarta City, Indonesia. For the sample selection process, individuals used either census or saturated samples. The study used a combination of statistical methods to analyze the data. It is found that various factors, such as organizational commitment and the reward system, have a significant impact on job satisfaction. It's hard to determine exactly how job satisfaction and the reward system affect an employee's performance, but it can help explain why commitment is associated with better performance.

Keywords : Employee Performance, Job Satisfaction, Organizational Commitment, Reward System



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Introduction

A company's human resources are very important to its operations. They are the people who make it runs, and a plan is necessary to ensure that they are utilized properly. A good HR strategy can help a company achieve its goals (S. Sutianingsih & Handayani, 2023). To get the best possible results from their employees, companies need to take the necessary steps to encourage them to perform at a higher level. Since they play a vital role in a company, employees' tasks should be given more importance (Sukmono & Edy Suwasono, 2020).

Performance is a measure of how well an individual or group completes a given task. It can be measured by the number of tasks they complete, the quality of their work, and how they perform under their authority (Nanda, 2017). One of the important aspects that companies prioritize to maintain and attract high-quality employee performance is the implementation of a reward system. One of it is compensation which refers to the total amount of compensation provided to employees to fairly recognize their achievements and contributions. Paramarta in Pratama & Handayani, (2022) interprets awards as a form of positive recognition given to employees by their company. The goal is to instill motivation and enthusiasm in current staff, thus enabling them to meet their obligations with optimal results. Financial compensation is usually provided to the recipient through direct payments, often in the form of incentives and bonuses. The remuneration offered has a significant influence on increasing staff productivity.

Highly dedicated employees show a work mentality characterized by care, responsibility, and loyalty to the company. Committed employees show higher levels of motivation, exert greater effort, and make a significant contribution to the achievement of company goals. Individuals experience a strong sense of connectedness and alignment with the company's values and goals (Rheznadhiya & Suryani, 2023). Gulo, (2013) defines organizational commitment as a state in which employees align themselves with organizational goals and have a strong desire to continue their membership in the company. The level of dedication of employees to the organization significantly affects the level of performance that the company will achieve.

Robbins and Judge in Permata, (2017) define job satisfaction as a sentiment that supports a person's work that arises from the assessment of their attributes. Individuals

who have a high level of job satisfaction have good emotions towards their jobs, while dissatisfied individuals have bad emotions towards their profession. Job satisfaction is a consequence of employees comparing their expectations and anticipated rewards from their jobs with the actual rewards they receive.

The One-Stop Investment and Integrated Services Office (DPMPTSP) is a government office that is in charge of putting investment and one-stop integrated services plans into action in the regions. The Regional Secretary reports to the Governor of Central Java and is in charge of the Head of Service, who is in charge of Investment Services and One-Stop Integrated Services. The Surakarta City Investment and One-Stop Integrated Services Office (DPMPTSP) is a government office that helps people get licenses.

The problem of declining employee performance at the DPMPTSP Office stems from the lack of understanding of certain workers about the job responsibilities given. In addition, employee performance is not optimal and is unable to meet the targets that have been set. This shows that employees lack accountability and have a low level of dedication to the organization. Employees with low organizational commitment can be identified from high levels of absenteeism, unexplained absences, unauthorized leave, and failure in providing supporting evidence. In addition, some employees are not involved in organizational activities and fail to exert their maximum efforts in achieving organizational goals.

In addition to organizational commitment, work happiness is another factor that contributes to the decline in employee performance. One of the factors that contribute to employee dissatisfaction is the compensation structure, specifically the prevailing wage or salary system. People think that employees don't make enough money to meet their needs, even though their wages or salaries are set by Government Regulation of the Republic of Indonesia Number 15 of 2019 about the 18th Amendment to Government Regulation Number 7 of 1977 about Civil Servant Salary Regulations. In addition, there is only one employee who has received a promotion in the past year. Employees who do not get the chance to be promoted may create discomfort among those who are promoted, which ultimately impacts the overall performance of employees. In addition, civil servants do not receive awards for their work.

Employee dissatisfaction with compensation, progress prospects, and recognition leads to behavioral deviations such as tardiness, performing unrelated activities during working hours, and skipping attendance checks. The DPMPTSP Office must consistently prioritize and show respect to all its employees, ensuring that they are satisfied with their work environment and can achieve maximum performance.

This study certainly has research objectives, the first is to determine the effect of the reward system, the second is to determine the effect of organizational commitment on employee performance, the third is to determine job satisfaction affects employee performance, the fourth is to determine the effect of the reward system and organizational commitment on employee performance through job satisfaction. Based on the research objectives to be achieved, this study is expected to provide benefits in the development of Management Science, especially in the field of human resources regarding work discipline and job satisfaction and employee performance. In addition, the results of this study are expected to provide suggestions and input with the aim of improving the quality of human resources for the Surakarta City DPMPTSP Office in an effort to achieve optimal performance.

Theoretical Framework and Research Hypothesis Development

Award System

The system provided is an identical form of remuneration. According to Simamora, (2004) remuneration includes wages, salaries, and incentives. Hasanah, (2013) asserts that performance-based compensation motivates employees to shift their attention from personal goals to company goals. This award is given in recognition of efforts to recruit competent employees who meet specific job criteria, which requires a comprehensive training approach that includes planning, organizing, utilizing, and maintaining the workforce to ensure the success and efficiency of task completion (Redy Adhi, 2021).

Surya, (2009) defines a prize as an official recognition and expression of respect for outstanding personal, community, and professional achievements in the field of education. The purpose of this reward system is to facilitate the growth of individuals and improve their achievement (Astuti et al., 2022). Simamora (Hasanah, 2013)

identified several indications of rewards or variables in the reward system: Compensation, rewards, additional payments, insurance protection, and career advancement.

Organizational Commitment

A group of people who work together to reach a common goal is called an organization. Organizational commitment is a personal feeling that includes love and loyalty to a business or group (Hapsari & Prastiwi, 2011). A worker is organizationally committed when they actively support an organization and its goals, with the goal of making sure the organization does well, according to Basri and Rivai, (2005).

Sinaga, (2009) said that organizational dedication means having a strong belief in and support for the organization's values and goals. Robert and Kinicki, (2005) say that organizational dedication is how employees feel about and relate to the goals of the company. A strong work ethic is important because it shows that someone is willing to put in extra effort to help the company reach its goals and that they are likely to stay hired there. Sopiah, (2008) found three signs of commitment to an organization: emotional commitment, ecological commitment, and normative commitment. Affective engagement includes feelings, identifying with, and being a part of a group. As part of a sustainability pledge, you have to think about the pros and cons of staying with or leaving the company. It's a matter of personal duty and duty to stay with the group that leads to normative commitment.

Job Satisfaction

Bagis et al., (2020) say that job happiness is a happy or good state of mind that comes from how someone feels about their work or work experience. According to Hasibuan, (2003) job happiness is a good attitude toward work. How much you like your job is what determines your job happiness, not how hard you work or how well you do your job. Job satisfaction correlates with an individual's emotions or attitudes towards various aspects of his or her job, such as the job itself, compensation, promotion or education prospects, co-workers, workload, and so on. According to Umar, (2001) job satisfaction refers to an individual's emotions and evaluations of his or her job, especially

those related to the work environment, and whether it meets his expectations, requirements, and aspirations.

According to Hasibuan, (2011) job satisfaction is characterized as a positive emotional disposition towards a pleasant and satisfying job. Work morality is the driving force behind this mindset. According to Sunyoto, (2012) job satisfaction is a personal attribute that varies between individuals based on a certain value system. This phenomenon arises because of variations in each individual. The more harmony between the individual's desires and many parts of the job, the greater the level of satisfaction experienced. On the other hand, when there is no alignment, the level of satisfaction decreases. Job satisfaction can be influenced by various factors, including compensation, promotions, interpersonal relationships with colleagues, the nature of the work performed, the company's structure, and the facilities available (M. R. Sutianingsih, 2023). The Job Satisfaction variable in this study was measured using variables based on the Luthans, (2006) framework, which included: job nature, perception of fairness/salary imbalance, promotion prospects, colleague relationships, and working conditions.

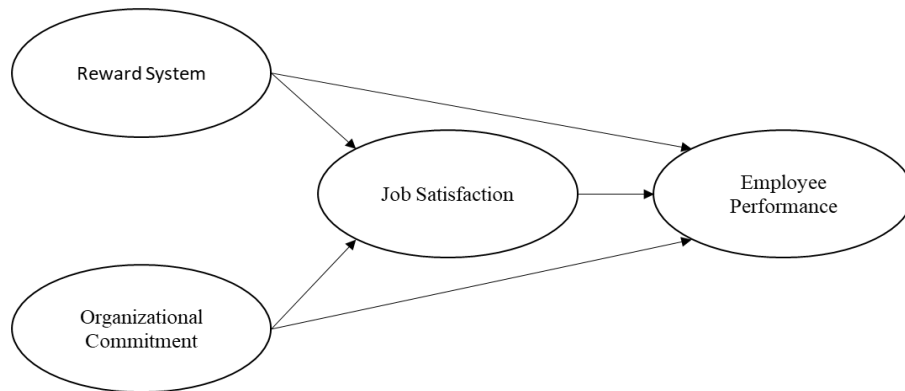
Employee Performance

Performance can be interpreted as a measure of success in achieving the goals, objectives, visions, and missions set by a company through strategic planning. Performance, as defined by Moeheriono, (2014) refers to the qualitative and quantitative results that individuals or groups can achieve in an organization. These outcomes should be aligned with the authority, duties, and responsibilities assigned to them, and should be in line with the organization's goals, while still complying with legal requirements and ethical standards. According to Lawler and Porter, (1967) performance refers to the individual's achievement in carrying out tasks. The performance of both individuals and groups has a significant impact on the performance of a company or organization as a whole, which ultimately determines whether the company's goals are achieved or not.

According to Gilbert, (2013) performance can be defined as a strategic alignment between time and opportunity to achieve the desired result. Opportunities that cannot be pursued due to lack of time are of no value. Even the slightest time that has no chance is of no value. The level of performance of employees in a business or group has

a big impact on how well a company does. According to Mangkunegara, (2002) an employee's success is based on how well they do their job, including both the quality and amount of what they do. This study uses performance variables based on the size of Robbins, (2006) which includes Quality, Quantity, Effectiveness, Independence, and Work Commitment.

Research Framework



Research Framework

Based on the research framework, the following research hypothesis can be formulated:

- H₁ ; Reward system has a positive and significant effect on employee performance.
- H₂ ; Organizational commitment has a positive and significant effect on employee performance.
- H₃ ; Job satisfaction has a positive and significant effect on employee performance.
- H₄ ; Reward system has a positive and significant effect on job satisfaction.
- H₅ ; Organizational commitment has a positive effect on job satisfaction.
- H₆ ; Reward system has a positive and significant effect on employee performance mediated by job satisfaction.
- H₇ ; Organizational commitment has a positive and significant effect on employee performance mediated by job satisfaction.

Research Method

This study's quantitative research design includes a survey. It was conducted at DPMPTSP Surakarta City, which has 56 residents: 28 government workers and 26 TKDPK. Census techniques were employed for this study's sample. This research included all 56 Surakarta City DPMPTSP staff. Primary data were used in this investigation. This study relies on DPMPTSP Surakarta City personnel questionnaires. Validity, Reliability, Multiple Linear Regression Analysis, Coefficient of Determination, F, T, and Sobel tests are used to analyze data. This study uses multivariate linear regression to determine how one variable influences the others.

Discussion of Research Results

Validity and Reliability Test

Validity and Reliability Test

Variabel	r cout	r table	Cronbach Alpha	Standard Alpha
Award System	0,662	0.263	0,716	0,60
	0,702	0.263		
	0,623	0.263		
	0,789	0.263		
Organizational Commitment	0,639	0.263	0,636	0,60
	0,602	0.263		
	0,571	0.263		
	0,733	0.263		
Job Satisfaction	0,727	0.263	0,715	0,60
	0,634	0.263		
	0,760	0.263		
	0,733	0.263		
Employee Performance	0,548	0.263	0,634	0,60
	0,607	0.263		
	0,643	0.263		
	0,510	0.263		
	0,633	0.263		
	0,681	0.263		

Source; Data Processing, (2024)

Because r calculates $> r$ table, the table above shows the relationship between each indicator and the total construction score of each variable so that it provides acceptable results. We can say that all items in the statement are

considered valid. The results of the Cronbach Alpha test show that all variables have an Alpha coefficient that is sufficient or meets the criteria to be said to be reliable, which is above 0.60. This means that the items in each variable idea can now be used as a measuring tool.

Multiple Linear Regression Analysis

Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,162	1,431		0,812	0,421
	Award system	0,373	0,069	0,426	5,397	0,000
	Organizational Commitment	0,311	0,086	0,357	3,637	0,001
	Job Satisfaction	0,232	0,081	0,262	2,857	0,006

Source; Data Processing, (2024)

If the corporate commitment, job pleasure, and incentive system elements are not applied or zero, the employee performance level is 1.162. Positive connection value for reward system variable (X1). If the incentive system (X1) grows by one unit, employee performance (Y) increases by 0.426 units. Organizational commitment (X2) has a positive regression coefficient. If organizational commitment (X2) grows by 1 unit, employee output (Y) increases by 0.357 units. Job satisfaction (Z) enhances employee success (Y) by 0.262 units if it increases by one unit.

Statistical Test F

Statistical Test Results F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	166,348	2	83,174	26,384	0,000 ^b
	Residual	167,081	53	3,152		
	Total	333,429	55			

Source; Data Processing, (2024)

The F-count is 26.384 > the F-table is 2.779 with 0.000 significance. The significance level is <0.05 (5%). Compensation, organizational commitment, and work satisfaction impact employee performance, according to this study.

Statistical Test t

Results of the t-Model 1 Statistical Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,162	1,431		0,812	0,421
	Award system	0,373	0,069	0,426	5,397	0,000
	Organizational Commitment	0,311	0,086	0,357	3,637	0,001
	Job Satisfaction	0,232	0,081	0,262	2,857	0,006

Source; Data Processing, (2024)

Reward System measure, count = (5.397) > table = 1.672, p-value 0.000, less than 0.05. Thus, H_a is approved and H_o declined. This suggests that the payment system significantly impacts employee performance. Hypothesis 1 states that the system affects worker performance. So that, Hypothesis 1 is accepted. The corporate devotion has a higher count value of 3.637 than 1.672. Its significant p-value is 0.001, below 0.05, so H_a is accepted while H_o is rejected. This indicates business loyalty affects employee performance greatly. A second notion that corporate commitment influences worker performance has been accepted or verified. The work satisfaction variable has a p-value of 0.006, below 0.05. The t- count (2.857) exceeds the t-table (1.672). Thus, H_a is proven and H_o is rejected. This greatly impacts employee happiness at work. Thus, hypothesis 3 is correct that job happiness influences performance.

Results of the Model 2 t Statistical Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,841	2,286		2,555	0,014
	Award System	0,101	0,116	0,102	0,866	0,390
	Organizational Commitment	0,635	0,116	0,644	5,485	0,000

Source; Data Processing, (2024)

t count = (0.866) < table = 1.672 and p-value = 0.390 were found to be greater than 0.05, which means that the payment system does not have an effect on job happiness. This means H_a is rejected and H_o is accepted. So, hypothesis 4,

which says that the system changes how happy people are at work, is not supported. The organizational commitment variable has a t-value of 0.000, which is less than 0.05, and a t-count of 5.485. This means that H_0 is not true and H_a is true. This means that loyalty to the group has a big effect on happiness at work. That means that hypothesis 5 is right when it says that group commitment affects how happy people are at work.

Coefficient of Determination (R^2)

Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,706 ^a	0,499	0,480	1,77552

Source; Data Processing, (2024)

The analysis shows the test results. The Adjusted R Square value of 0.480 shows that the variables of the reward system, organizational commitment, and job satisfaction can explain 48% of the change in employee performance. The other 52% can be explained by variables that were not looked at in this study.

Sobel Test

Sobel Test Results

Variable	Sobel Test	One-Tailed Probability
Award System	0,848	0,19
Organizational Commitment	2,816	0,00

Source; Data Processing, (2024)

The Sobel test result for the prize system variable is $0.848 < 1.672$, which means it is significant at $0.19 > 0.05$. This means that the variable for job happiness can't act as a go-between for the variable for the reward system and the variable for employee success. The Sobel value for organizational commitment was 2.816, which is higher than 1.672 and has a significance level of 0.00, which is less than 0.05. This shows that job satisfaction is a good way to connect organizational commitment to individual achievement.

Discussion

Reward system on employee performance

In the results of multiple linear regression, there are positive results on the reward system variable on employee performance. In the hypothesis testing, the reward system variable obtained a sig value of $0.000 < 0.05$. Therefore, the results obtained show a positive and significant influence between the reward system variable and employee performance. These results are supported by research conducted by (Siagian et al., 2019) and (Wijayanti & Budiani, 2021) which states that the reward system has a positive and significant influence on employee performance. Based on the results of this study, hypothesis 1 is proven.

Organizational Commitment Affects Employee Performance

In the results of multiple linear regression, there are positive results on the organizational commitment variable on employee performance. In testing the hypothesis, the organizational commitment variable obtained a sig value of $0.001 < 0.05$. Therefore, the results obtained indicate a positive and significant influence between the organizational commitment variable and employee performance. These results are supported by research conducted by (Abni & Hamdani, 2023) and (Yuliadi & Sutianingsih, 2023) which states that organizational commitment has a positive and significant influence on employee performance. Based on the results of this study, hypothesis 2 is proven.

Job Satisfaction Affects Employee Performance

In the results of multiple linear regression, there are positive results on the job satisfaction variable on employee performance. In the hypothesis testing, the job satisfaction variable obtained a sig value of $0.006 < 0.05$. Therefore, the results obtained indicate a positive and significant influence between the job satisfaction variable and employee performance. These results are supported by research conducted by Putra & Sutianingsih, (2023) which states that job satisfaction has a positive and significant influence on employee performance. Based on the results of this study, hypothesis 3 is proven.

Reward System on Job Satisfaction

In the results of multiple linear regression, there are positive results on the reward system variable on job satisfaction. In the hypothesis testing, the reward system variable obtained a sig value of $0.390 > 0.05$. Therefore, the results obtained show a positive and insignificant influence between the reward system variable and job satisfaction. Based on the results of this study, hypothesis 4 is not proven.

Organizational Commitment Affects Job Satisfaction

In the results of multiple linear regression, there are positive results on the organizational commitment variable on job satisfaction. In testing the hypothesis, the organizational commitment variable obtained a sig value of $0.000 < 0.05$. Therefore, the results obtained indicate a positive and significant influence between the organizational commitment variable and job satisfaction. These results are supported by research conducted by Rivaldo et al., (2021) which states that organizational commitment has a positive and significant influence on job satisfaction. Based on the results of this study, hypothesis 5 is proven.

The Reward System Affects Employee Performance Mediated by Job Satisfaction

Based on the test results using the Sobel test, job satisfaction is not able to mediate the reward system on employee performance. The value obtained in the calculated t of 0.848 is smaller than the t table with a significance level of 0.05, which is 1.672, so it can be concluded that job satisfaction has an insignificant effect, which means there is no mediation effect, which means hypothesis 6 is not proven.

Organizational Commitment Affects Employee Performance Mediated by Job Satisfaction

Based on the test results using the Sobel test, job satisfaction is able to mediate organizational commitment to employee performance. The value obtained in the calculated t of 2.816 is greater than the t table with a significance level of 0.05, which is 1.672, so it can be concluded that job satisfaction has a significant influence in mediating organizational commitment to employee performance. These results are supported by research conducted by (Abni & Hamdani, 2023; Yuliadi & Sutianingsih,

2023; Rivaldo et al., 2021) which states that organizational commitment affects performance mediated by job satisfaction. Based on the results of this study, hypothesis 7 is proven.

Conclusion

Based on the results of statistical data processing, incentive programs, organizational commitment and job satisfaction have a positive effect on employee performance. The reward system helps improve employee satisfaction. Organizational commitment to its employees can improve employee job satisfaction. The reward system does not affect employee performance while organizational commitment affects job satisfaction. In the Sobel test, job satisfaction can only mediate the effect of organizational commitment on employee performance. Based on research conducted at the DPMPTSP of Surakarta City, in this study the reward system did not affect job satisfaction. This indicates that the reward system that has been implemented at the DPMPTSP of Surakarta City is still low.

Research Limitations

The limitations in this study are: The object of the study only covers employees of DPMPTSP Surakarta City, so the results of this study for generalization are very limited. This study only examines the effect of the reward system, organizational commitment and job satisfaction on employee performance without considering other factors that may have a greater influence on the performance of DPMPTSP Surakarta City employees.

Research Suggestions

Suggestions for leaders at DPMPTSP Surakarta City to improve the reward system for employees so that employees feel satisfied with working at DPMPTSP Surakarta City. This will indirectly affect employee performance and can improve employee performance. Suggestions for future researchers should add variables or change independent variables in order to expand research on employee performance.

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