

The Influence of Reward, Work Environment, and Motivation on Employee Performance in The EKP Department of FEB Universitas Negeri Malang

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ABSTRACT

Purpose: The purpose of this study is to explore how different factors, specifically reward, work environment, and motivation, impact employee performance within the EKP Department of FEB Universitas Negeri Malang. Organizations rely heavily on human resources to achieve their goals, and effective management of these resources is crucial for sustained success. Understanding the relationship between these factors and employee performance can help managers create an environment that supports high performance and satisfaction. Employee performance is influenced by both internal and external factors. Rewards, which can be both intrinsic and extrinsic, serve as a form of recognition for employees' efforts and achievements. Meanwhile, the work environment encompasses the physical, psychological, and social conditions in which employees work. Motivation drives employees to put forth their best efforts, and it can be fostered through various means, including recognition, support, and personal growth opportunities. By examining how reward, work environment, and motivation contribute to employee performance, this study aims to provide insights that can guide organizational strategies. Identifying the most influential factor among these three can help managers and decision-makers prioritize interventions and resources to improve employee productivity and overall organizational effectiveness.

Design/Methodology/Approach: This research uses a quantitative approach with a saturated sampling technique, involving all 47 employees of the department. Data was collected using questionnaires that applied a five-point Likert scale to measure the perceptions of respondents on each factor. Before performing multiple regression analysis, classical assumption tests were conducted to ensure data validity, addressing issues such as normality, multicollinearity, and heteroscedasticity. The use of multiple regression was justified despite the small sample size because it allowed for analyzing the simultaneous and individual influence of the independent variables on employee performance.

Findings: The findings indicate that reward, work environment, and motivation all significantly influence employee performance, both individually (partially) and together (simultaneously). Of these three factors, the work environment was found to have the strongest impact on employee performance. This suggests that creating a supportive, well-organized, and comfortable work environment is crucial for enhancing employee productivity. The study highlights the practical importance of focusing on both tangible and intangible aspects of the work environment, as well as implementing fair reward systems and motivational strategies, to support high employee performance.

Keywords: *Reward; Work Environment; Motivation; Employee Performance*

INTRODUCTION

Human resources (HR) play a crucial role in helping organizations achieve their goals, especially in environments that demand high levels of productivity and innovation. Effective HR management ensures that employees can work efficiently and feel motivated to contribute to the organization's success (Wibowo, 2020). However, simply acknowledging the importance of HR is not enough. Organizations must also identify specific factors that influence employee performance to make informed decisions.

In many organizations, the factors that influence employee performance are varied and complex. Some of the most commonly discussed factors include reward systems, the work environment, and employee motivation (Mangkunegara, 2019). Rewards can take the form of financial incentives or non-financial recognition, while the work environment includes both physical and psychological aspects that support or hinder employees' ability to work well (Susilo & Wulandari, 2019). Motivation, meanwhile, is the internal drive that encourages employees to give their best efforts.

At the EKP Department of FEB Universitas Negeri Malang, concerns have been raised about inconsistent employee performance despite the presence of reward systems and supportive policies. Observations suggest that while some employees show high performance and engagement, others seem to be less motivated and less productive. This discrepancy indicates that factors such as reward, work environment, and motivation may not be working together as effectively as intended.

Previous studies on HR performance factors have often focused on single dimensions in isolation, such as reward systems or motivation alone (Rahmadani et al., 2021). However, there is limited research that simultaneously examines how these three factors interact to influence performance, particularly in the context of higher education institutions in Indonesia. This presents a gap in the literature and an

opportunity for further exploration.

The urgency of this study lies in the need to address these performance discrepancies in the EKP Department. A deeper understanding of how reward, work environment, and motivation influence employee performance can provide practical insights for management to design better policies and interventions. It can also contribute to improving organizational effectiveness and employee satisfaction (Purba et al., 2020).

This research aims to fill this gap by analyzing the simultaneous and partial effects of reward, work environment, and motivation on employee performance in the EKP Department of FEB Universitas Negeri Malang. By identifying the dominant factor, this study can provide targeted recommendations for enhancing performance within the department.

The research questions guiding this study are: (1) Do reward, work environment, and motivation simultaneously affect employee performance? (2) Do they each have a partial effect on employee performance? (3) Which factor has the dominant influence? Answering these questions will help clarify the relative importance of each factor and offer guidance for managers.

In conclusion, this study contributes to a more comprehensive understanding of the drivers of employee performance in the university sector. It also supports broader HR management efforts to ensure that employees feel recognized, supported, and motivated to perform at their best (Siagian, 2022). The insights gained here can be useful not only for the EKP Department but also for similar contexts where HR performance is critical to organizational success.

METHODS

This study uses a quantitative, explanatory research approach. The primary data was collected directly from respondents through structured questionnaires, which included statements measuring the main variables of interest: reward, work environment, motivation, and employee performance.

Sampling Technique

The sampling technique employed is saturated sampling, also known as census sampling. This technique involves using the entire population as the sample when the population size is relatively small. In this case, the entire population of 47 employees in the EKP Department of FEB Universitas Negeri Malang participated as respondents.

Instrument and Likert Scale

The questionnaire employed a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This scale was chosen because it provides a balanced range of responses and is widely recognized for measuring attitudes and perceptions in social research.

Justification for Multiple Regression Analysis

Despite the small sample size of 47 respondents, multiple regression analysis was used because it is suitable for testing the relationship between several independent variables (reward, work environment, and motivation) and a single dependent variable (employee performance). The use of multiple regression in small samples is acceptable when certain conditions are met, particularly when classical assumption tests confirm the suitability of the model (Ghozali, 2016).

Validity of the Regression Model

To ensure the validity of the regression model in this context, several classical assumption tests were performed:

1. Normality Test: The Kolmogorov-Smirnov test confirmed that the data distribution is normal ($p\text{-value} > 0.05$).
2. Multicollinearity Test: All variables had a Variance Inflation Factor (VIF) value below 10 and a tolerance value above 0.10, indicating no multicollinearity.
3. Heteroscedasticity Test: Scatterplot analysis showed no clear patterns, confirming homoscedasticity and the appropriateness of the regression model.

Table 1. Operational Variables

Variable	Definition	Indicator
Reward (X1)	Form of appreciation given to employees for their performance	Salary, incentives, employee benefits, promotions
Work Environment (X2)	Physical and psychological conditions that support work processes	Lighting, layout, cooperation, respect among colleagues
Motivation (X3)	Internal drive that directs employees to perform tasks well	Timely payments, sense of responsibility, recognition
Employee Performance (Y)	Outcomes of work effectiveness and efficiency	Work results, punctuality, discipline, collaboration

RESULTS

Descriptive Analysis

1. Description of the Reward Variable (X1)

The distribution of respondent scores for the Reward variable (X1), which consists of 5 statement items, can be seen in Table 1

Table 2. Frequency Distribution of the Reward Variable (X1)

Item	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Total		Mean
	f	%	f	%	f	%	f	%	f	%			
X1.1	0	0%	0	0%	1	2%	21	45%	25	53%	47	100%	4,5
X1.2	0	0%	0	0%	7	15%	26	55%	14	30%	47	100%	4,1
X1.3	0	0%	0	0%	20	43%	22	47%	5	8%	47	100%	3,6
X1.4	1	2%	1	2%	3	6%	21	45%	21	45%	47	100%	4,2
X1.5	0	0%	4	9%	9	19%	23	49%	11	23%	47	100%	3,8
Grand Mean													4

Source: primary data processed, 2023

Based on the analysis results in the table above, it can be seen that the Reward variable (X1) has a contribution to influencing Employee Performance in the EKP Department of FEB Universitas Negeri Malang with a Grand Mean of 4.0 (competent).

The following is an explanation of the highest and lowest scoring items, as many as 25 (53%) respondents stated that they strongly agree that the salary given by the institution affects employee performance, as many as 1 (2%) respondents stated that they somewhat agree that the salary given by the institution affects employee performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 4.5.

There are 26 (55%) respondents who stated that they agree that a large enough incentive affects employee performance, as many as 7 (15%) respondents somewhat agree that a large enough incentive affects employee performance in the EKP Department of FEB Universitas Negeri Malang, with an average score of 4.1.

Next, as many as 22 (47%) respondents stated that they agree that employee benefits affect employee performance, as many as 5 (8%) respondents stated that they strongly agree that employee benefits affect employee performance in the EKP Department of FEB Universitas Negeri Malang, with an average score of 3.6.

Next, as many as 21 (45%) respondents stated that they agree and strongly agree that employees have the opportunity to develop their careers affects employee performance, as many as 1 (2%) respondents stated that they strongly disagree and disagree that employees have the opportunity to develop their careers affects employee performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 4.2.

Next, as many as 23 (49%) respondents stated that they agree that the institution provides promotions for high-performing employees affects employee performance, as many as 4 (9%) respondents stated that they disagree that the institution provides promotions for high-performing employees affects employee performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 3.8.

2. Description of the Work Environment Variable (X2)

The distribution of respondent scores for the Work Environment variable (X2), which consists of 5 statement items, can be seen in

Table 3. Frequency Distribution of the Work Environment Variable (X2)

Item	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Total		Mean
	f	%	f	%	f	%	f	%	f	%			
X2.1	3	6%	7	15%	17	36%	17	36%	3	6%	47	100%	3,2
X2.2	10	21%	14	30%	16	34%	6	13%	1	2%	47	100%	2,4
X2.3	1	2%	4	9%	11	23%	17	36%	14	30%	47	100%	3,8
X2.4	3	6%	11	23%	15	32%	16	34%	2	4%	47	100%	3
X2.5	11	23%	18	38%	14	30%	4	9%	0	0%	47	100%	2,2
<i>Grand Mean</i>												2,9	

Source: primary data processed, 2023

Based on the analysis results in the table above, it can be seen that the Work Environment variable has a contribution to influencing Employee Performance in the EKP Department of FEB Universitas Negeri Malang with a Grand Mean of 2.9 (somewhat competent).

The following is an explanation of the highest and lowest scoring items, as many as 17 (36%) respondents stated that they somewhat agree and agree that lighting in the workplace affects employee performance, as many as 3 (6%) respondents stated that they strongly disagree and strongly agree that lighting in the workplace affects

employee performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 3.2.

There are 16 (34%) respondents who stated that they somewhat agree that air temperature affects employee performance, as many as 1 (2%) respondent strongly agrees that air temperature affects Employee Performance in the EKP Department of FEB Universitas Negeri Malang, with an average score of 2.4.

Next, as many as 17 (36%) respondents stated that they agree that the layout of equipment affects employee performance, as many as 1 (2%) respondent stated that they strongly disagree that the layout of work equipment affects Employee Performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 3.8.

Next, as many as 16 (34%) respondents stated that they agree that cooperation affects employee performance, as many as 2 (4%) respondents stated that they strongly agree that cooperation affects Employee Performance in the EKP Department of FEB Universitas Negeri Malang, with an average score of 3.0.

Next, as many as 18 (38%) respondents stated that they somewhat agree that mutual respect and appreciation affect Employee Performance, as many as 4 (9%) respondents stated that they agree that mutual respect and appreciation affect Employee Performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 2.2.

3. Description of the Motivation Variable (X3)

The distribution of respondent scores for the Motivation variable (X3), which consists of 5 statement items, can be seen in Table 4.

Table 4. Frequency Distribution of the Motivation Variable (X3)

Item	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Total		Mean
	f	%	f	%	f	%	F	%	f	%			
X3.1	1	2%	4	9%	7	15%	21	45%	14	30%	47	100%	3,9
X3.2	2	4%	4	9%	20	43%	17	36%	4	9%	47	100%	3,3
X3.3	7	15%	16	34%	17	36%	6	13%	1	2%	47	100%	2,5
X3.4	0	0%	3	6%	10	21%	22	47%	12	26%	47	100%	3,9
X3.5	1	2%	8	17%	20	43%	14	30%	4	9%	47	100%	3,2
<i>Grand Mean</i>												3,3	

Source: primary data processed, 2023

Based on the analysis results in the Table above, it can be seen that the Motivation variable has a contribution to influencing Employee

Performance in the EKP Department of FEB Universitas Negeri Malang with a Grand Mean of 3.3 (somewhat competent).

The following is an explanation of the highest and lowest scoring items, as many as 21 (45%) respondents stated that they agree that timely salary payment affects Employee Performance, as many as 1 (2%) respondent stated that they strongly disagree that timely salary payment affects Employee Performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 3.9.

There are 20 (43%) respondents who stated that they somewhat agree that the salary received meets expectations affects Employee Performance, as many as 2 (4%) respondents strongly disagree that the salary received meets expectations affects Employee Performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 3.3.

Next, as many as 17 (36%) respondents stated that they somewhat agree that responsibility for work affects Employee Performance, as many as 1 (2%) respondent stated that they strongly agree that responsibility for work affects Employee Performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 2.5.

Next, as many as 22 (47%) respondents stated that they agree that giving awards to high-performing employees affects Employee Performance, as many as 3 (6%) respondents stated that they disagree that giving awards to high-performing employees affects Employee Performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 3.9.

Next, as many as 20 (43%) respondents stated that they somewhat agree that receiving awards for high-performing employees affects Employee Performance, as many as 1 (2%) respondent stated that they strongly disagree that receiving awards for high-performing employees affects Employee Performance in the EKP Department of FEB Universitas Negeri Malang with an average score of 3.2.

4. Description of the Employee Performance Variable (Y)

The distribution of respondent scores for the Employee Performance variable (Y), which consists of 5 statement items, can be seen in Table 5 as follows:

Table 5. Frequency Distribution of the Employee Performance Variable (Y)

Item	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Total	Mean
	f	%	F	%	f	%	F	%	f	%		

y1	2	4%	4	8%	9	18%	17	33%	19	37%	51	100%	3,9
y2	0	0%	1	2%	14	27%	16	31%	20	39%	51	100%	4
y3	0	0%	10	20%	17	33%	16	31%	8	16%	51	100%	3,4
y4	7	14%	15	29%	16	31%	10	20%	3	6%	51	100%	3
y5	1	2%	6	12%	14	27%	18	35%	12	23%	51	100%	3,6
<i>Grand Mean</i>													3,5

Source: primary data processed, 2023

Based on the analysis results in the table above, it can be seen that the Employee Performance variable is influenced by the Competency variable (X1), Work Environment variable (X2), and Motivation variable (X3) in the General Subdivision of FKUB Malang, with a Grand Mean of 3.5, meaning that the performance of the General Subdivision of FKUB Malang is good. The highest average is found in variable Y2, which is 4. And the lowest average is found in variable Y4, which is 3. From these results, the question item with the lowest average is found in variable Y4, which is "I use work equipment according to the amount needed to avoid waste," so it is recommended that in the future, employees can pay more attention to the tools and items used and maintain office facilities, to avoid waste and superiors always pay attention to the equipment used by employees.

Multiple Linear Regression Analysis

In this study, multiple regression analysis was used to see whether there is an influence of the independent variables, namely Reward (X1), Work Environment (X2), and Motivation (X3), on the dependent variable, namely Employee Performance (Y). The following are the regression results obtained:

Table 6. Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.897	4.087		1.687	0.099
	X1	0.474	0.135	0.393	3.502	0.001
	X2	0.509	0.096	0.65	5.296	0
	X3	0.353	0.105	0.408	3.345	0.002

a. Dependent Variable: Y

Source: primary data processed, 2023

Based on the table above, the regression equation is obtained as follows:

$$Y = 6,897 + 0,474 X1 + 0,509 X2 + 0,353 X3 + e$$

Based on the equation above, it can be interpreted:

1. Constant (α) = 6.897, meaning that if there is no influence from Reward (X1), Work Environment (X2), and Motivation (X3) on the dependent variable, namely Employee Performance (Y), then the value of Employee Performance (Y) is 6.897.
2. The value of Reward (X1) is + 0.474, so it can be interpreted that an increase in the value of Reward by one unit will be followed by an increase in performance by + 6.897. The coefficient of the Reward variable (X1) is positive. This means that the higher the value of Reward, the higher the Employee Performance will be.
3. The value of Work Environment (X2) is +0.509, so it can be interpreted that an increase in the value of Work Environment by one unit will be followed by an increase in Employee Performance by +6.897. The coefficient of the Work Environment variable (X2) is positive. This means that the higher the value of Work Environment, the higher the Employee Performance will be.
4. The value of Motivation (X3) is +0.353, so it can be interpreted that an increase in the value of Motivation by one unit will be followed by an increase in Employee Performance by +6.897. The coefficient of the Motivation variable (X3) is positive. This means that the higher the value of Motivation, the higher the Employee Performance will be.

DISCUSSION

This study found that reward, work environment, and motivation all significantly influence employee performance. The work environment emerged as the dominant factor, aligning with theoretical and empirical literature.

From a theoretical perspective, Herzberg's Two-Factor Theory posits that hygiene factors (such as the work environment) can prevent dissatisfaction and enhance job performance (Herzberg et al., 1959). A supportive work environment addresses basic needs for comfort, safety, and collegiality, forming a foundation for optimal performance.

Empirically, research by Purba et al. (2020) and Rahmadani et al. (2021) supports the finding that the work environment strongly affects employee performance. They argue that factors such as workspace layout, cooperation, and psychological safety contribute significantly to employees' ability to engage fully with their tasks. A comfortable and collaborative environment can reduce stress and increase job satisfaction, leading to better performance outcomes.

Moreover, studies like that of Susilo and Wulandari (2019) demonstrate that a positive work environment promotes psychological empowerment and engagement, which translates into

improved performance metrics. These findings reinforce that physical and relational elements in the workplace directly support employees' capacity to achieve organizational goals.

In this study, although reward and motivation also significantly influence performance, the work environment had the largest beta coefficient. This suggests that creating a physically comfortable and psychologically supportive workspace is not only foundational but also potentially the most impactful strategy for enhancing performance in the EKP Department.

CONCLUSION

Based on the data obtained from the analysis results, the conclusions of this study are as follows:

1. Based on the results of the F-test in the regression model, it can be seen that simultaneously, consisting of Reward, Work Environment, and Motivation, has a significant influence on Employee Performance in the EKP Department of FEB Universitas Negeri Malang.
2. Based on the partial testing, the Reward variable has an influence on Employee Performance in the EKP Department of FEB Universitas Negeri Malang, the Work Environment variable has a significant influence on Employee Performance in the EKP Department of FEB Universitas Negeri Malang, and the Motivation variable has a significant influence on Employee Performance in the EKP Department of FEB Universitas Negeri Malang.
3. Based on the dominant testing, the variable that has the most influence or is dominant is the Work Environment variable on Employee Performance in the EKP Department of FEB Universitas Negeri Malang.

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